



Australian Government

Great Barrier Reef
Marine Park Authority



Reef
Authority

CORPORATE PLAN 2024-25



Statement of preparation

I, Josh Thomas, as the Accountable Authority of the Great Barrier Reef Marine Park Authority, present the Reef Authority's Corporate Plan 2024–25, which covers reporting periods 2024–25 to 2027–28, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*. The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

The Marine Park Authority Board has endorsed this Corporate Plan.

Josh Thomas

Chief Executive Officer / Accountable Authority

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Aboriginal and Torres Strait Islander readers are advised this publication may contain names and images of deceased persons.

The Reef Authority acknowledges the expertise, wisdom, and enduring connections that have informed the guardianship of the Reef for millennia. We pay our respects to the Traditional Owners as the first managers of this Land and Sea Country, and value their traditional knowledge which continues to inform the current management and stewardship of the Reef for future generations.



The Great Barrier Reef at a glance



2300km long
344,400 km²



1,200,000+
catchment residents



The world's largest coral reef ecosystem,
making up about 10% of the world's coral reefs



Sea Country home to 70
Traditional Owner groups

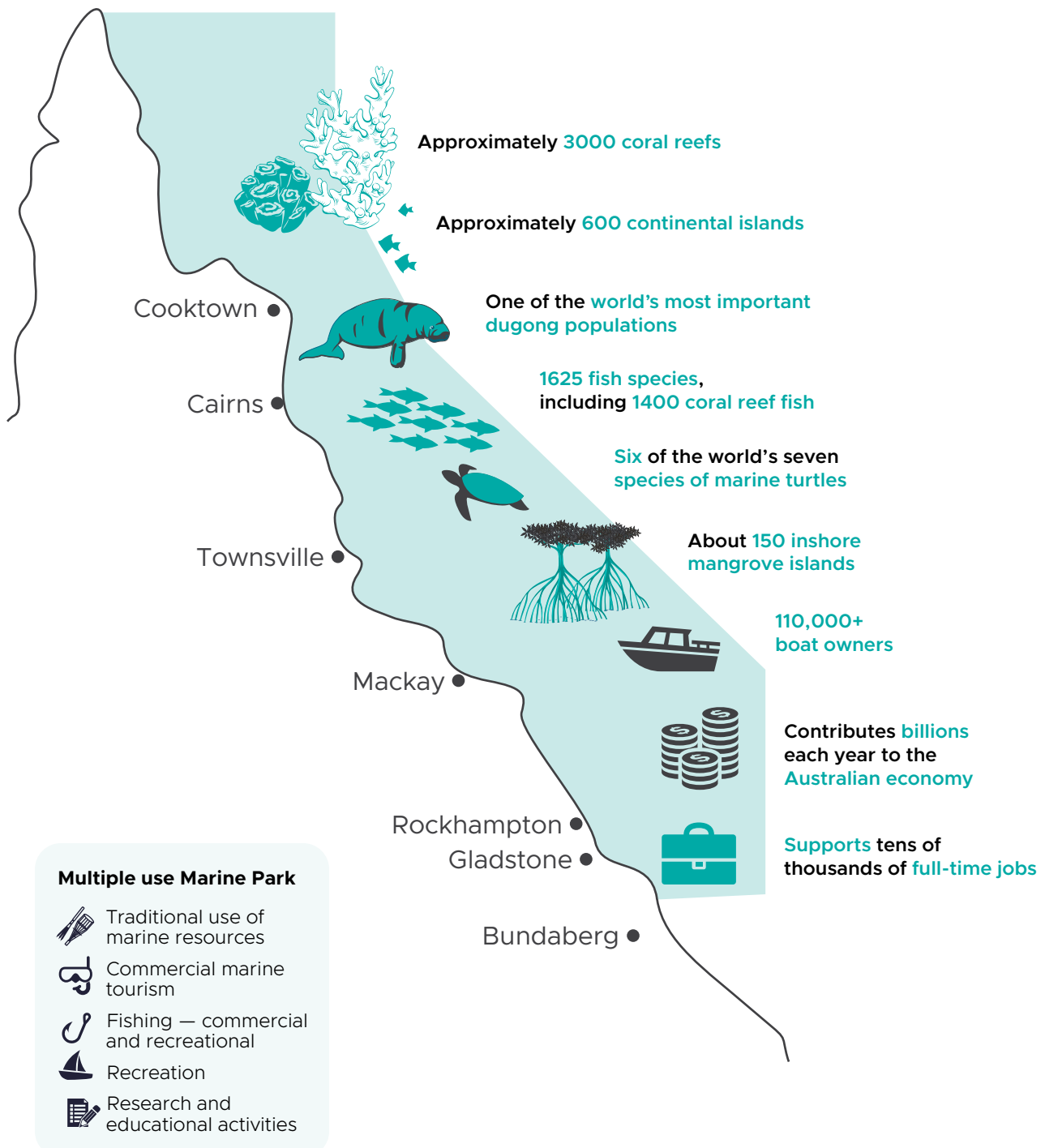


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Chairperson's opening statement



There is nowhere else on Earth like the Great Barrier Reef — World Heritage-listed, breathtakingly beautiful, visible from space, and profoundly significant to Aboriginal and Torres Strait Islander peoples. The Reef's immense value is far beyond its significant economic contribution, it is an irreplaceable global icon.

Climate change, from human-induced greenhouse gas emissions, is rapidly and significantly impacting the Reef as we know it. Widespread coral bleaching earlier this year brings into sharp focus the importance of the Reef Authority's foundational management and the need for new interventions, as well as the necessity of immediate local, national, and global efforts to address greenhouse gas emissions.

Against this backdrop, the Reef Authority's world-leading expertise in Reef management is more important than ever as the agency continues its stewardship for the long-term protection and conservation of the environment, biodiversity, and heritage values of the Reef.

The *Great Barrier Reef Marine Park Act 1975* provides the strong legislative basis for Reef management — spanning ecologically sustainable use, partnerships, and international responsibilities for World Heritage — and outlines the role of the Marine Park Authority Board in providing strategic direction.

The Reef Authority's management is gold standard. Decisions are made on the best available information and science, with an eye to the future. Traditional Owners are important partners, as are many other partners and Reef stakeholders.

Managing the Reef is now more challenging and complex than ever, compounded by the sheer size and intricacy of the ecosystem. The Reef Authority continues to adapt its management in response to a changing climate, which is impacting coral reefs and all natural ecosystems around the world.

Sophisticated in-park management — underpinned by expert knowledge and entrusted regulation — is enhanced by Traditional Owner-led Sea Country management and essential partnerships.

Together, we are working for the future of this global icon.

Dr Ian Poiner
Chairperson

Chief Executive Officer's foreword



We begin 2024–25 with a mix of opportunities and challenges, along with a strong sense of hope. This year we mark 20 years of Marine Park zoning that sees more than 33 per cent of the Great Barrier Reef now protected under non-extractive areas, approach our own fiftieth anniversary, and continue to monitor and respond to the impacts of the seventh mass coral bleaching event on the Great Barrier Reef. We remain confident our innovative management practices will continue to build Reef resilience in the face of climate-driven pressures that are amplifying cumulative impacts.

We appreciate the immense cultural, social, environmental, heritage, and economic value this remarkable natural wonder, the Great Barrier Reef, holds for Australia and the global community. These values and the responsibility of managing this ecosystem are at the forefront of our management and decision-making.

Increasing cumulative impacts resulting from climate change, degraded water quality, coastal development and unsustainable fishing practices threaten the Reef's capacity to recover. To help address these pressures and protect the Reef's resilience, we will adapt and enhance our proven management actions established over decades, apply new ways of thinking and embrace emerging technologies. Although the full impacts of the 2023–24 mass coral bleaching event are still being determined, this latest event highlights that the recovery windows the Reef needs are narrowing. The Reef is in great hands, but the actions we all take today will determine the Reef we know tomorrow.

Adding to our already broad knowledge base is the fourth instalment of the most authoritative assessment of the Reef, the *Great Barrier Reef Outlook Report 2024 (Outlook Report 2024)*. Evidence-based and peer-reviewed, it represents the most comprehensive update on Reef health and management effectiveness for the Reef.

Our *Great Barrier Reef Blueprint for Climate Resilience and Adaptation (Blueprint 2030)* — released earlier this year — is a strategic roadmap to strengthen Reef resilience and a key deliverable of the Australian and Queensland government's *Reef 2050 Long-Term Sustainability Plan (Reef 2050 Plan)*.

At the heart of the *Blueprint 2030* are five strategic goals that will drive how the Reef Authority adapts its management under a changing climate so we can progressively and effectively respond to the risks identified in the *Outlook Report 2024*.

The Outlook Report 2024 — along with the *Blueprint 2030* — informs how we continue to work in partnership with the Australian and Queensland governments to manage the Reef. This includes our shared commitment to the implementation, evaluation, and review the *Reef 2050 Plan*.

We remain forward-looking and adaptive in our management. In 2024–25, under four objectives, there are 14 strategic priorities and 32 targeted delivery initiatives outlined in our annual operating plan. These cover a range of activities, programs, and projects which are focused on addressing the key risks to the Reef. Importantly, the annual operating plan is supported through a range of critical enabling functions within our high performing organisation.

We continue to increase compliance and enforcement, and modernise policy and planning initiatives. We value and invest in our partnerships with Traditional Owners through our highly regarded Traditional Use of Marine Resources Agreements (TUMRA) Program, and for the first time are jointly developing a Plan of Management for the southern section of the Great Barrier Reef.

Our internationally renowned Reef Joint Field Management Program, delivered by the Australian and Queensland governments, is critical to the day-to-day management of the Marine Park. The program plays a key role during the high-risk summer period, forming part of our summer Reef health response, through monitoring and reporting on the health of the Reef which, in turn, informs our management actions.

We remain focused on targeted crown-of-thorns starfish control as a cost-effective and scalable action that amplifies the benefits of Marine Park zoning by protecting coral and enhancing the recovery potential of reefs following disturbances, as the impacts of climate change continue to escalate.

The Reef Authority has a long history of working collaboratively with science and knowledge providers, and basing our management on the best available science. We are working with research partners to identify and test new Reef intervention approaches to protect and bolster the Reef's resilience.

As an organisation, we demonstrate our own commitment to the environment, our people, and our partners. Our Sustainability Strategy outlines our commitment to reducing our environmental footprint. We've made inroads towards achieving the Australian Government's Net Zero 2030 through sustainable building choices, business, and procurement practices.

Our people are our greatest asset — their strong environmental ethos, their expertise, and their dedication are foundational to our work.

Our highly engaged network of partners and programs demonstrates our firm belief in galvanizing those who care for the Reef to join us in its protection. A collective effort nationally and globally is needed to protect the Reef for future generations.

We are delighted to present our plan for 2024–25, which puts the best interests of the Great Barrier Reef at the heart of all we do.

Josh Thomas
Chief Executive Officer





Our purpose

Vision

A healthy Great Barrier Reef for future generations.

Purpose

Provide for the long-term protection, ecologically sustainable use, understanding and enjoyment of the Great Barrier Reef for all Australians and the international community through the care and development of the Marine Park.

Our role

The Great Barrier Reef Marine Park Authority (Reef Authority) is established under the *Great Barrier Reef Marine Park Act 1975* (Marine Park Act) and is the Australian Government statutory authority responsible for protecting and managing the environment, biodiversity, and heritage values of the Great Barrier Reef Region (the Region).

The Reef Authority is a portfolio agency of the Department of Climate Change, Energy, the Environment and Water and advises the Australian Government Minister for the Environment and Water on a range of matters relevant to protecting and managing the Great Barrier Reef.

Our work includes day-to-day management such as: in-water conservation and upholding compliance, development and implementation of policies, plans, and programs to protect biodiversity, building capacity through partnerships and education, and synthesising knowledge to guide innovation, adaptive management, and ecologically sustainable use.

Core values

An agreed set of behaviours, along with the Australian Public Service (APS) Values and Code of Conduct, help create the Reef Authority's culture and guide all aspects of our work. These values are embedded through a multifaceted program for staff, including leadership support and development. Through the performance development agreement process there is a shared understanding of expectations, deliverables, behaviours and goals for our staff, and opportunities for development and growth are identified. Our Sustainability Strategy empowers staff to embed sustainability and take a well-considered approach to the use of resources to support the organisational culture.

Our strategic objectives

The Reef Authority seeks to deliver on our vision and purpose by operationalising four strategic objectives, as outlined in the 2024–25 Portfolio Budget Statement.

1. **Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef.**
2. **Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.**
3. **Enhancing Reef resilience through partnerships, collaboration and education.**
4. **Supporting a high-performing organisation.**



Our approach to planning and reporting

Planning approach

When setting the Reef Authority's strategic direction, or developing programs or strategies, the Reef Authority is responsive to:

- government and ministerial plans, priorities and direction
- *Great Barrier Reef Marine Park Act 1975* and other relevant legislation
- key external influences
- the needs of responsible Reef users
- future capability needs of the Reef Authority
- key partnership strategies
- research information to inform evidence-based decision making.

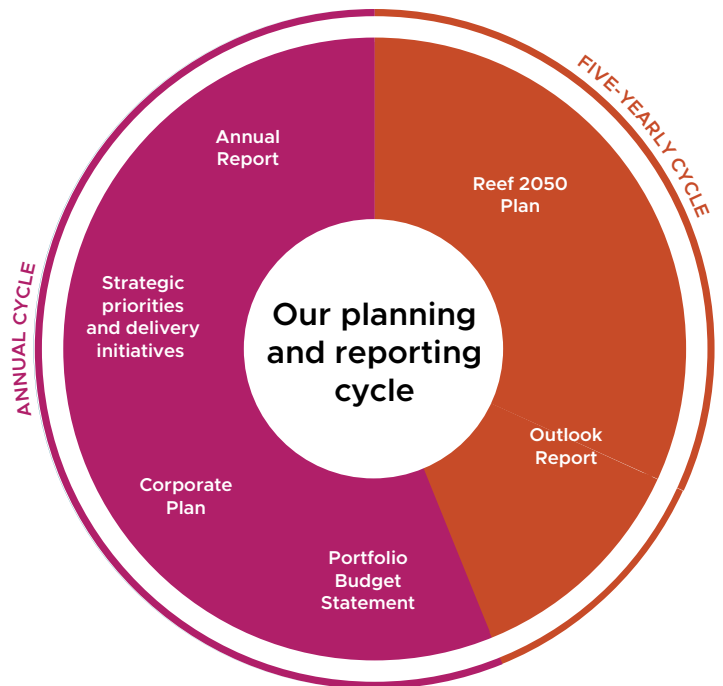
The following key strategies guide work programs, initiatives, and reports to ensure actions are delivered:

The **Reef 2050 Long-Term Sustainability Plan** (*Reef 2050 Plan*) provides a strategic framework for the Australian and Queensland governments to work together to protect the Great Barrier Reef.

The **Great Barrier Reef Blueprint for Climate Resilience and Adaptation** (*Blueprint 2030*) drives how we adapt our management under a changing climate. It pushes us to innovate and evolve so we can continue to strengthen the Reef's resilience and remain global leaders in marine park management.

Great Barrier Reef Outlook Reports (*Outlook Reports*), provided to the Minister every five years, contain a comprehensive assessment of the health, use, risks, resilience, current management, values, and long-term outlook for the Great Barrier Reef Region.

The **Portfolio Budget Statement** (PBS), together with the Corporate Plan, complement each other to provide a consistent performance story, with the aim of a clear line-of-sight from vision to action and outcomes. The PBS informs Members of the Parliament and the public of the proposed allocations of resources for government outcomes by entities within the portfolio.



The **Corporate Plan** outlines the Reef Authority's purpose, strategic priorities, and performance criteria against intended results for the year in the context of a four-year strategic planning cycle.

The **annual operating plan** sets the direction of the Reef Authority, which is represented by 14 strategic priorities and 32 targeted delivery initiatives — focusing our programs, projects, budget and activities over 2024–25. It is supported by consistent and transparent reporting.

Annual Reports inform Parliament and other stakeholders of our performance in relation to the PBS and Corporate Plan.

Legislation

Our work to manage and protect the Marine Park is guided through our legislative suite, plans, and policies. Our approach to best practice regulation is based on the following three principles of Commonwealth Regulator Performance:

1. **Continuous improvement and building trust:** ensuring the Reef Authority takes a whole-of-system perspective and is committed to improving performance, capability and culture to build the public's trust and confidence in our protection, management and regulation of the Reef.
2. **Risk-based and data-driven:** managing risks proportionately and maintaining essential safeguards while minimising regulatory burden, and leveraging reliable data and digital technology to support Marine Park users to comply and grow.
3. **Collaboration and engagement:** implementing regulations in a modern and collaborative way through transparent and responsive communications, including regularly engaging with stakeholders, seeking feedback where appropriate and providing guidance and information that is relevant, clear and concise.

Organisational legislation relevant to the Reef Authority

Primary legislation relevant to the Reef Authority, as an entity, includes:

- *Archives Act 1983*
- *National Anti-Corruption Commission Act 2022*
- *Privacy Act 1988*
- *Public Service Act 1999*
- *Public Interest Disclosure Act 2013*
- *Fair Work Act 2009*
- *Freedom of Information Act 1982*
- *Public Governance, Performance and Accountability Act 2013*
- *Work Health and Safety Act 2011.*

Legislation relating to the Marine Park

The main object of the Marine Park Act is to provide for the long-term protection and conservation of the environment, biodiversity, and heritage values of the Region.

The other objects of the Marine Park Act are to allow ecological sustainable use of the Region, encourage engagement in the protection and management of the Region, and assist in meeting Australia's international responsibilities for World Heritage so far as consistent with the main object.

To achieve the objects, the Marine Park Act:

- provides for the establishment, control, care, and development of the Marine Park
- establishes the Reef Authority and outlines its role and functions
- provides for zoning plans, such as the *Great Barrier Reef Marine Park Zoning Plan 2003*, and plans of management
- regulates the Marine Park, including by a permissions system and through the *Great Barrier Reef Marine Park Regulations 2019*
- facilitates partnerships with Traditional Owners in management of marine resources, including through Traditional Use of Marine Resources Agreements
- facilitates a collaborative approach to management of the Great Barrier Reef World Heritage area with the Queensland Government, including through the Great Barrier Reef Intergovernmental Agreement and its establishment of the Reef Joint Field Management Program.

Additionally, there is a vast array of other Commonwealth and State legislation that applies to the Region. This ranges from national environmental law frameworks, and Native Title and cultural heritage legislation, to the relevant criminal codes and crimes legislation.

Our operating environment

Governance framework



Partners and stakeholders



The Reef Authority continues to partner with Traditional Owners, Australian and Queensland government agencies, non-government organisations, science institutions, industry, community organisations, and individuals.

Our partnering approach with Traditional Owners is evolving to support the Reef Authority to align to “Priority Reform One – Formal partnerships with shared decision making” under the Australian Government’s *Closing the Gap Implementation Plan*.

This approach to partnering will assist the Reef Authority to deliver co-management of the Reef with Traditional Owners.

The Marine Park Authority Board, through the Reef Authority, receives advice from two committees — an Indigenous Reef Advisory Committee, and a Tourism Reef Advisory Committee. The Reef Authority’s Marine Park management is also supported at a local level by voluntary community-based Local Marine Advisory Committees.

The Reef Authority’s partners and stakeholders will continue to be informed about the Reef’s management and health through multiple channels, including our advisory committees, face-to-face engagement, briefings, and information we share in the media and across our communication channels.

Formal partnerships

The Great Barrier Reef Intergovernmental Agreement — entered into by the Australian and Queensland governments — outlines the complementary and cooperative approach between the Australian and Queensland government to manage the jurisdictional complexity of the Reef. This includes managing the Marine Park (Commonwealth) and adjoining Great Barrier Reef Coast Marine Park (Queensland).

Memorandums of Understanding (MoU) articulate the mutually agreed expectations for cooperation or information sharing. An MoU allows each partner to make the most of the other's specialist skills, knowledge or jurisdiction.

High-level agreements

Some of the high-level agreements that exist between the Reef Authority and organisations are listed below.

Australian Government

Department of Climate Change, Energy, the Environment and Water; Department of Defence; Australian Institute of Marine Science; Australian Public Service Commission; National Indigenous Australians Agency; Bureau of Meteorology; Department of Finance; Australian Maritime Safety Authority; and Australian Fisheries Management Authority.

Queensland Government

Department of Environment, Science and Innovation through the Queensland Parks and Wildlife Service to give effect to the Intergovernmental Agreement to cooperatively plan, fund, and deliver an integrated, strategically planned and coordinated Reef Joint Field Management Program. We also work closely with the Department of Environment, Science and Innovation's, Office of the Great Barrier Reef.

Tourism and Events Queensland partner with us to deliver the Master Reef Guide Program, as part of our *Reef Education and Engagement Implementation Plan*.

Local governments

Through the Reef Guardian Council Program, local governments are delivering key management actions that contribute to the delivery of the *Reef 2050 Plan*.



Industry

We partner with the Queensland Ports Association to strategically improve coordination associated with port activity within or adjacent to the Great Barrier Reef Marine Park.

The Association of Marine Park Tourism Operators is the peak body for marine tourism on the Reef and partners with the Reef Authority in enabling programs that support research, tourism development, training, and environmental sustainability.

Ecotourism Australia and EarthCheck provide independent (external) certification for our High Standard Tourism Operator program.

Non-government entities

We provide in-kind support, skills interchange, cooperative research, and other forms of collaboration to the Great Barrier Reef Foundation.

Data sharing and research agreements

Australian Government

Australian Institute of Marine Science; Commonwealth Scientific and Industrial Research Organisation (CSIRO); Parks Australia; and Australian Maritime Safety Authority.

Queensland Government

Department of Agriculture and Fisheries (compliance information including access and use of vessel tracking for commercial fishing vessels); Department of Environment, Science and Innovation (compliance information, species information); and Department of Transport and Main Roads (vessel registration information and maritime incidents reporting).

Non-government organisations

Reef and Rainforest Research Centre, and Great Barrier Reef Foundation.

Tertiary education institutions

James Cook University; University of Queensland; Central Queensland University; Queensland University of Technology; University of Sydney; University of Technology Sydney; University of Tasmania; and University of New England.

Other types of agreements and arrangements

Other types of agreements — which make contribution to achieving the Reef Authority's purpose — include but are not limited to:

- Ten accredited Traditional Use of Marine Resources Agreements (TUMRA) cover 43 per cent of the Great Barrier Reef coastline. These TUMRAs provide a unique and valuable opportunity for Traditional Owner groups — who hold a spiritual connection and cultural authority to speak for Sea Country — to partner with the Reef Authority and the Department of Environment, Science and Innovation. In addition, several Traditional Owner groups are being supported to undertake Sea Country Values mapping activities, towards the development of a TUMRA.

- Terms of reference are agreed with Gurambilbarra Wulgurukaba Traditional Owner representatives to co-design and deliver some key exhibits with the Reef Authority for the Great Barrier Reef Aquarium.
- A cultural heritage assessment and cultural referral process with the Woppaburra Traditional Owners for consideration of heritage values in the Woppaburra Sea Country.
- A cultural heritage assessment and cultural referral process with the Mandubarra Traditional Owners for consideration of heritage values in the Mandubarra Sea Country.
- Permits and permit deeds with various users of the Reef including individuals, companies, universities, science institutions, and education institutions.
- A master services agreement with the Australian Institute of Marine Science.
- The Reef 2050 Integrated Monitoring and Reporting Program (RIMReP) partners executed a statement of collaboration to formalise the governance and management framework under which the partners will cooperate and collaborate to achieve the program's purpose.
- Collaboration agreement with the CSIRO.
- Contracts with four Traditional Owner groups of the southern Great Barrier Reef to co-develop a Southern Plan of Management for the area south of approximately Midge Point to the southern boundary of the Marine Park.

Collaboration to deliver on other work programs

There are many organisations and institutions that contribute to monitoring and protecting the Great Barrier Reef World Heritage Area, and we work with these stakeholders to support delivery of their programs and ensure alignment of effort to deliver positive outcomes for the Great Barrier Reef.

Some key initiatives where we collaborate include:

- Annual post-summer Reef Snapshot reports
- Crown-of-thorns Starfish Control Program
- *Reef 2050 Long-Term Sustainability Plan*
- Reef 2050 Integrated Monitoring and Reporting Program
- *Reef 2050 Water Quality Improvement Plan*
- Great Barrier Reef Marine Monitoring Program
- *Queensland Sustainable Fisheries Strategy 2017–2027*
- Reef Restoration and Adaptation Program
- Social science community for the Great Barrier Reef
- Tourism and Protected Areas Forum
- Tourism Reef Protection Initiative
- National Marine Ecosystem Accounts
- *National Plan for Maritime Environmental Emergencies*
- *North–East Shipping Management Plan*
- *Queensland Coastal Contingency Action Plan*
- *Reef 2050 Wetlands Strategy: A strategy to manage wetlands in the Great Barrier Reef and its catchments*

Influences affecting our operating environment

Our operating environment is influenced by a range of factors within the marine environment and more broadly. Significant changes — economic and global shifts, environmental law reforms, societal changes, and technological advancements — are occurring now and will continue well into the future.

In 2023–24, the Great Barrier Reef experienced the fifth mass coral bleaching event in the past decade and the seventh on record. Globally the world recorded its fourth mass coral bleaching event, with reefs affected in more than 60 countries. This widespread coral bleaching throughout the Reef saw some mortality, with the full severity still being assessed. Two cyclones and several severe floods also impacted coastal areas, communities, and Reef industries. Climate change impacts affect the Reef's capacity to recover from disturbances and amplify the effects of other threats, such as those associated with coastal development, land-based run-off, and direct human use (such as illegal fishing).

Climate change, from human-induced greenhouse gases emissions, is the world's greatest environmental threat. Many of the world's coral reefs have already declined and are facing irreversible change. Global warming of 1.5°C, relative to 1850–1900, is likely to be reached by 2035 without deep and rapid reductions in emissions. In addition to the environmental impact, global populations will face health implications, rising cost of living and supply chain issues, economic and social disruption, and communities becoming uninhabitable due to extreme conditions.

Economic and global trends after the worldwide COVID-19 pandemic continue to present challenges for the Reef Authority and for the Reef communities with whom we live and work. Residual impacts remain across supply chain disruptions and increased business costs. Labour shortages are impacting all industries. Tourist numbers, particularly international, have not returned to pre-pandemic levels. Capacity on key international overseas routes, the cost of airfares, and rising cost of services are impacting tourist numbers Australia-wide.

Cost of living pressures are a concern for many households, with ripple effects through the economy and society, and can prompt action from government and central banks. Rising inflation directly impacts the goods and services people purchase, which become more expensive. As a result, household budgets are strained, and consumers tighten their spending.

The Australian Government is reforming our national environmental law — the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act) — in three stages. Last year the Government passed legislation to establish the world's first Nature Repair Market and to amend a provision in environmental legislation that requires assessment and approval for actions that may significantly impact water resources. The focus is currently on creating Environment Protection Australia (EPA) and Environment Information Australia (EIA) and providing more support for faster environmental approval decisions on projects. These will improve environmental protections and guide decision making, and will set clear, demonstrable outcomes for regulated activities under the new Act.

Technology continues to change and advance rapidly, shaping many elements of business and society. Artificial intelligence is transforming some industries where tasks can be automated and providing significant opportunities with handling big data. The potential for errors, job displacement, and ethical considerations remain watchpoints. High profile cyber breaches shone a spotlight on the impacts for business from financial implications to operational disruption, reputation damage, legal consequences, and long-term effects such as increased insurance premiums.



Key influences

Climate change and environment



Increasing global greenhouse gas emissions



Environmental disturbances
e.g. mass coral bleaching, cyclones, storms, and water quality declines



Biological stresses
e.g. crown-of-thorns starfish



Changes in physical and chemical oceanography
e.g. ocean acidification and ocean temperature

International and government



Global and domestic climate change policy and action



Other policy, regulatory and legislative changes



Changes of government policy



Funding and resources

Society, industries and communities



Use of the Reef and social licence for activities



Shifting societal views and behavioural change



Global crisis
e.g. COVID-19



Growth and contraction of industries



Changing aspirations of Traditional Owners

Media and technology



Information and reporting by Australian and international media



Social media



Technological changes in use of the Marine Park



Interventions that improve Reef resilience



Increasing data access and availability including artificial intelligence

Achieving our purpose

Strategic priorities and delivery initiatives

The Reef Authority identified 14 strategic priorities and 32 targeted delivery initiatives to achieve our purpose in 2024–25, advancing our four corporate objectives.

1. Corporate Objective	
Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef.	
STRATEGIC PRIORITY	DELIVERY INITIATIVES 2024–25
1.1 Reef Authority's contributions to mitigating the effects of climate change on the Reef	1.1.1 Develop in-house capacity to enhance the Reef Authority's coordination and management of future Reef interventions, including in-field deployments of the Australian Government's Reef Restoration and Adaptation Program (RRAP)
	1.1.2 Collaborate with Reef management stakeholders to review and update the <i>Reef 2050 Long-Term Sustainability Plan</i>
	1.1.3 Implement the <i>Reef Authority's Sustainability Strategy 2024–27</i> annual initiatives, which contribute to reducing our environmental impact
1.2 Make evidence and information available by enhancing delivery of the Reef 2050 Integrated Monitoring and Reporting Program	1.2.1 Deliver the priorities outlined in the <i>Reef 2050 Integrated Monitoring and Reporting Program Annual Business Plan</i>
	1.2.2 Collect, analyse and share information and knowledge through key monitoring and reporting programs and key reports
1.3 Take action to address threats from fishing	1.3.1 Give effect to the Sustainable Fisheries Position Statement by actively engaging with government partners, industry, and community
	1.3.2 Implement the Reef Authority's actions that support the Queensland Government's future fishing reforms, including through amendments to the Great Barrier Reef Marine Park Regulations
	1.3.3 Analyse and provide strategic advice, in conjunction with other institutions, on the future of the coral harvest fishery
	1.3.4 Increase recreational and commercial fishing compliance with Marine Park rules through activities in the Reef Joint Field Management Program
1.4 Advance the Reef Authority's international interests	1.4.1 Deliver on the Reef Authority's World Heritage responsibilities
	1.4.2 Act as a global leader by showcasing the work of the Reef Authority, exchanging knowledge, and supporting capacity building
2. Corporate Objective	
Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.	
STRATEGIC PRIORITY	DELIVERY INITIATIVES 2024–25
2.1 Deliver new marine park spatial plans of management and marine park policies	2.1.1 Prepare a Plan of Management for the Southern Great Barrier Reef with Traditional Owners, government, and community partners
	2.1.2 Prepare or update Marine Park policies for Reef interventions, tourism, protected species and research to provide for the long-term protection of the Great Barrier Reef
2.2 Deliver strong legislative and governing arrangements for the Great Barrier Reef	2.2.1 Support the Australian Government's Environmental Law Reform agenda, and ensure alignment of Great Barrier Reef Marine Park legislation
	2.2.2 Implement recommendations from the 2023–24 Compliance Offence and Penalties Framework review
	2.2.3 Deliver contemporary corporate governance arrangements in accordance with relevant legislation
	2.2.4 Deliver a new Risk Management System to ensure timely and practicable risk management
	2.2.5 Deliver the permissions system in accordance with the service charter
2.3 Deliver the Reef Joint Field Management Program	2.3.1 Deliver the priorities outlined in the <i>Reef Joint Field Management Program Annual Business Plan</i> to enhance the resilience of the Great Barrier Reef
	2.3.2 Trial new technologies to improve conservation or compliance outcomes
2.4 Implement Reef health and resilience interventions	2.4.1 Deliver the Crown-of-thorns Starfish Control Program

3. Corporate objective

Enhancing Reef resilience through partnerships, collaboration and education.

STRATEGIC PRIORITY	DELIVERY INITIATIVES 2024–25
3.1 Be a partner of choice in Reef protection	3.1.1 Enhance and modernise delivery of the High Standard Tourism Operator Program
	3.1.2 Deliver the Tourism Reef Protection Initiative
3.2 Co-manage Traditional Owner Sea Country through partnerships	3.2.1 Commence developing a co-designed roadmap to support co-management in the Great Barrier Reef with Traditional Owners and management partners
	3.2.2 Work with partners to deliver actions in the <i>Aboriginal and Torres Strait Islander Heritage Strategy</i> and strengthen alignment with the <i>Reef 2050 Traditional Owner Implementation Plan</i>
3.3 Expand the Traditional Use of Marine Resources Agreements (TUMRAs) Program	3.3.1 Increase accredited TUMRAs and support emerging TUMRA development, including through sea country values mapping with Traditional Owners partners
3.4 Provide world-class Reef education	3.4.1 Plan for the future of the Great Barrier Reef Aquarium
	3.4.2 Deliver annual commitments in the <i>Reef Education and Engagement Implementation Plan 2021–2025</i>
	3.4.3 Develop and commence implementing a new three-year Communications Strategy

4. Corporate objective

High-performing organisation.

STRATEGIC PRIORITY	KEY DELIVERY INITIATIVES 2024–25
4.1 Modernise key Reef Authority activities with digital solutions	4.1.1 Improve the Reef Authority's Information and Communication Technology capabilities to support a high performing organisation
4.2 Support our people	4.2.1 Implement the <i>Reconciliation Action Plan (RAP)</i> annual initiatives
	4.2.2 Deliver the <i>Strategic Workforce Plan 2021–26</i> annual initiatives focusing on safety and wellbeing, and capability development



Managing our risks

Effective risk management is important to achieving our objectives and responsibilities as the lead managers for the Great Barrier Reef. We maintain a robust and comprehensive risk management framework, in accordance with the *Public Governance Performance and Accountability Act 2013* (PGPA Act) and the Commonwealth Risk Management Policy.

Our risk management framework outlines the governance structure, process, and tools to support risk-based decision making across the Reef Authority's operations. This framework enables us to identify, assess, mitigate, and monitor risks to support the Reef's sustainable management and protection. It outlines the mechanisms for reporting on emerging strategic risks, as well as the process for escalating or de-escalating risks. It is reviewed and updated regularly.

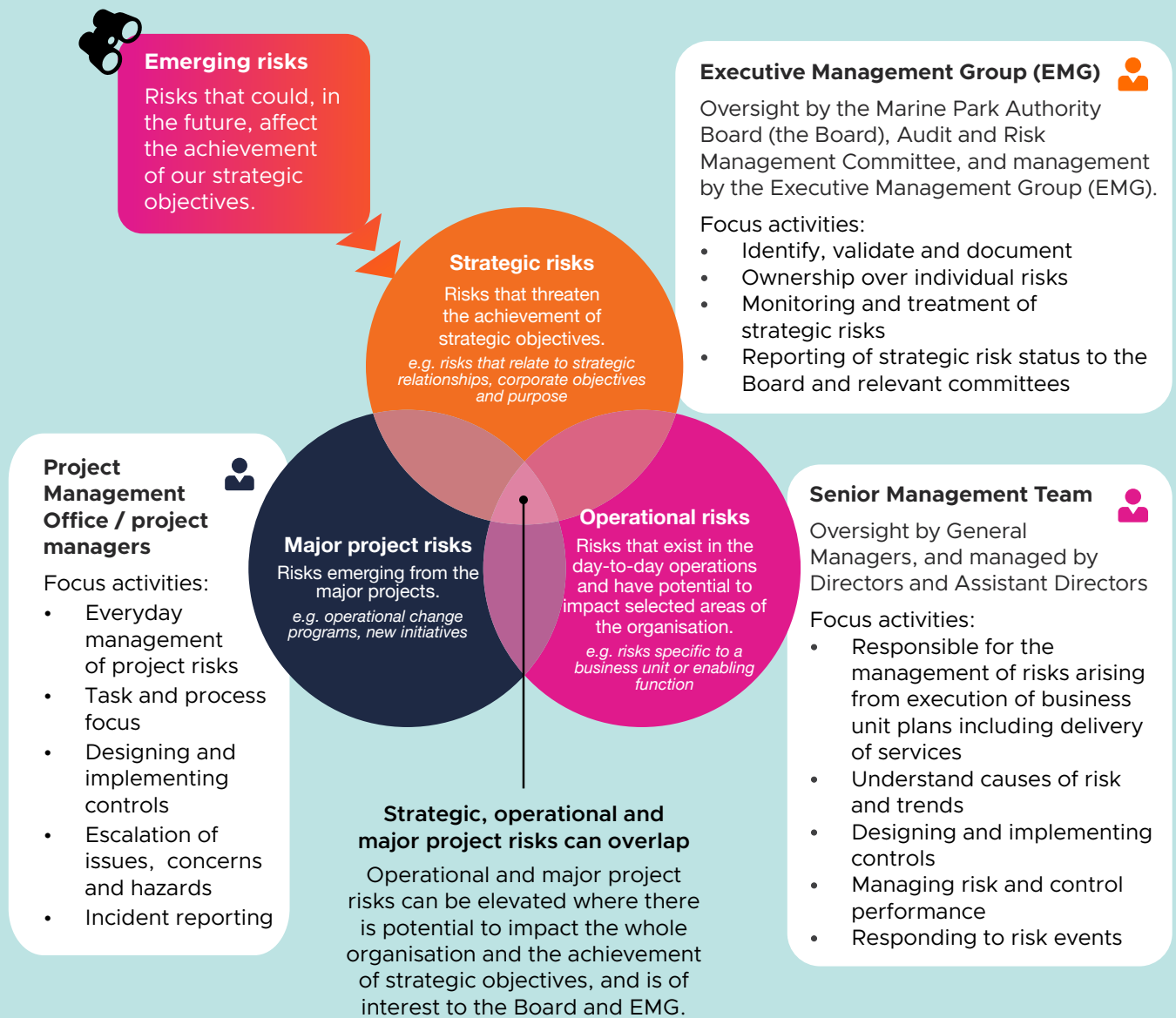
The Reef Authority's approach to risk management is aligned with the AS ISO 31000:2018 Risk management – Guidelines (Guidelines). The framework provides confidence to the Marine Park Authority Board and the Reef Authority's Audit and Risk Management Committee in delivering their oversight function.

Our *Fraud and Corruption Policy and Plan*, and *Fraud and Corruption Risk Register*, are now updated to support the implementation of the *National Anti-Corruption Commission Act 2022*.

We are dedicated to continuous improvement. We incorporate lessons learned from incidents and near-misses, adapt risk management, promote a culture of risk awareness, carry out regular assessments, and put in place practical and meaningful risk controls and treatments. An internal audit program provides assurance on our business processes and performance, and compliance with relevant statutory requirements under the PGPA Act. Audit topics are informed by our risk profile.



Overview of the Reef Authority's risk profiles



Executive Management Group



Senior Management Team



**Program Management Office/
Project Managers**



Governance

- Public Governance, Performance and Accountability Act 2013 (s16)
- Commonwealth Risk Management Policy
- Accountable Authority Instructions and the Great Barrier Reef Marine Park Authority Risk Management Policy
- Framework evaluation, assurance and improvement



Process

- Great Barrier Reef Marine Park Authority Risk Management Framework Guideline
- Process/project specific risk assessments (e.g. fraud, security, safety, compliance)
- Risk reporting and escalation
- Incident/near miss investigation



Tools

- Great Barrier Reef Marine Park Authority Strategic and Operational Risk Registers
- Risk assessment and management templates
- Hazard, incident and near miss reporting forms/templates
- Control assurance process

Strategic risks and mitigation

Risk and description	Significant mitigation strategies and controls
<p>1 Reef-wide / regional-scale environmental event(s) including climate change impacts.</p> <p>Inability to anticipate and respond to potential impacts of a catastrophic, system-wide event or the incremental and increasing impact of a series of events, leading to the collapse of the ecosystem across significant regions of the Reef.</p>	<ul style="list-style-type: none"> • In-field management programs including crown-of-thorns starfish control, field management, marine monitoring, Reef health surveillance, and incident reporting. • Policies and processes to support effective and appropriate use of the Marine Park, including through our permissions system. • Education and communication programs that raise awareness about the threats to the Reef and actions that can be taken.
<p>2 Business resilience challenged due to extraneous events.</p> <p>Unable to respond to various threats including global events (such as pandemics, warfare, tourism fluctuations) impacting operations and finances, challenges in adapting to funding variations for Reef programs, and significant changes with external partners that impact our core obligations and programs.</p>	<ul style="list-style-type: none"> • Business continuity planning and corporate services including financial planning, annual operating plans, performance planning, and reporting. • Business planning through the Reef Joint Field Management Program and the <i>Reef Education and Engagement Implementation Plan 2021–2025</i>. • The Great Barrier Reef Intergovernmental Agreement sets out the joint arrangements between the Australian and Queensland governments.
<p>3 Reef Authority priorities or direction out of step with community expectation.</p> <p>Unable to align its priorities and direction for the Marine Park with global community expectations, resulting in scrutiny from various stakeholders including government (Federal and State), the public, non-government organisations, and other interested stakeholders.</p>	<ul style="list-style-type: none"> • Engagement and activities delivered under the <i>Aboriginal and Torres Strait Islander Heritage Strategy</i> and <i>Reef 2050 Traditional Owner Implementation Plan</i>. • External stakeholder engagement, including technical and community advisory groups. • Detailed project planning for significant activities such as the Douglas Shoal Remediation Project.
<p>4 Unable to adapt to evolving aspirations of Traditional Owners.</p> <p>Unable to implement policy and legislation to meet the expectations of Traditional Owners within legislative frameworks.</p>	<ul style="list-style-type: none"> • Traditional Use of Marine Resources Agreements (TUMRA) program — sea country management, values mapping, governance, capacity building. • Engagement and activities delivered under the <i>Reef 2050 Traditional Owner Implementation Plan</i> and <i>Aboriginal and Torres Strait Islander Heritage Strategy</i>. • External stakeholder engagement, including technical and community advisory groups.
<p>5 Compromised innovation and technology enablement.</p> <p>Inability to adapt and evolve in an innovative way to ensure informed decision making and service delivery.</p>	<ul style="list-style-type: none"> • Business continuity planning. • IT strategic planning, transformation, systems, and assets. • Knowledge management and decision support tools including the Reef 2050 Integrated Monitoring and Reporting Program.
<p>6 Inability to effectively influence policy and legislation.</p> <p>Inability to consult with stakeholders and negotiate with management partners adversely impacts the complementary and cooperative arrangements that together navigate the jurisdictional complexity of the Reef.</p>	<ul style="list-style-type: none"> • Key reports, strategies, and operational plans developed by the Reef Authority. • An effective governance framework including the Minister, Board, Audit and Risk Management Committee, and technical and community advisory committees. • Key activities and programs in conjunction with the Australian and Queensland Government across topics such as fisheries, field management, Reef 2050, and interdepartmental committees.
<p>7 The Reef Authority's business operations, including management actions, unintentionally amplify the effects of climate change on the Great Barrier Reef.</p> <p>Reef Authority policies, decisions and operational activities, such as those relating to novel Reef interventions, amplify climate change impacts and/or negatively impact the values of the Reef.</p>	<ul style="list-style-type: none"> • Engaging with research and industry partners to develop Reef restoration tools that are safe and effective. • Our Sustainability Strategy and risk assessments for our activities on the land or in the Marine Park. • Policies and processes to support effective and appropriate use of the Marine Park.

Our capability

Our highly capable, diverse, and committed workforce of more than 267 employees is central to the delivery vision of 'a healthy Great Barrier Reef for future generations.'

We continue to focus on building a future-focused workforce, that is flexible and adaptive, to ensure we are an agile and responsive organisation.

Advancing transformative initiatives remains a priority to ensure we have the most up-to-date tools, systems, and processes to enhance our capability and deliver on operational and delivery excellence.

People

The *Reef Authority's Strategic Workforce Plan 2021–2026* builds on three core elements to sharpen our focus, ensure we are more agile, and invest in our people for future challenges. The Reef Authority will provide a continued focus on the strategy for Aboriginal and Torres Strait Islander staff in respect of their development, support, attraction to roles and retention.

The plan also focuses on the five key elements of the Australian Public Service (APS) Strategic Workforce Plan, identifies our challenges and a series of actions to align us with the one public service ethos, and seeks to position us as a high performing organisation.

We are continuing to align our skills as a workforce to be:

- Agile, collaborative, responsive, and able to navigate complexity
- Skilled, knowledgeable, and committed to life-long learning
- Maximising data, technology, and digital engagement
- Professional, engaged, and committed to integrity
- Citizen-centred in approach, inclusive, and representational of our diverse communities.

Following APS-wide and agency level bargaining in 2023–2024, the new Great Barrier Reef Marine Park Authority Enterprise Agreement 2024–2027 came into effect on 3 April 2024. It outlines the terms and conditions of employment for non-SES employees of the Reef Authority.



Reef Authority culture

Staff in our Culture Champion Network are passionate about positive change in the workplace and working with other staff to further embed our culture.

Our leadership group continues to support the Culture Champion Network in their work and with staff more generally through the agency’s transformation journey. These combined initiatives support connectivity across the agency and deliver on our shared purpose with impact.



Staffing statistics

Headcount



Previous 30 June 2023	Current 30 June 2024
258	267

Staffing allocation



Proposed 2025–26	Proposed 2026–27
272	272

Gender



Men	Women
35.21%	64.79%

First Nations people



8.61%

Identify with a disability



1.12%

Executive roles



Men in executive roles	Women in executive roles
10.49%	17.60%

Employees



Employees
under 30
8.99%



Employees
over 55
17.23%



Average age
of employees
45

Retention



Over 10 years
of service
28.46%



Average years
of service
7.13

Flexibility



Full-time
89.51%



Part-time
10.49%

Work, health, and safety (WHS)

We remain committed to the safety and wellbeing of our staff. We continue to drive initiatives to further improve our WHS processes. This enables us to be more responsive to safety incidents and risk management matters.

Under the banner of 'Safety by Choice, Not Chance' we utilise a proactive approach to emergent safety issues. We actively engage staff to improve how safety is applied in the workplace through regular communication, training, and streamlined reporting. Improved reporting allows us to monitor and evaluate WHS metrics for relevant stakeholders and is used to inform subsequent decision-making and address emergent issues.

We have deployed comprehensive and increasingly robust WHS management and administration systems (such as implementing an interim WHS Reporting System allowing for online incident reporting and management across the Reef Authority). A commercial off-the-shelf WHS information management and reporting system is currently being procured and is planned for implementation in 2024–25.

Dive operations remain subject to extensive oversight to further mitigate risks.

The Reef Authority remains engaged with partners agencies and commercial interests to ensure safety is embedded in all underwater activities.

The WHS team works cooperatively with the Manager of Field Operations Health and Safety to ensure best practice is applied at every opportunity across the Reef Authority. The team engages in a proactive manner with regulators and stakeholders to secure advice and guidance enabling best practice to be applied to every aspect of Reef Authority business.

Reconciliation Action Plan

We are proud of our relationships and agreements with Aboriginal and Torres Strait Islander peoples to manage and protect their Sea Country. The Reef Authority's recently released *Innovate Reconciliation Action Plan (RAP)* will deliver on the five dimensions of reconciliation by embedding new and innovative approaches as well as building on our *Reflect Reconciliation Action Plan* achievements.

The Innovate RAP focuses on developing and strengthening our relationships with First Nations peoples, engaging staff and stakeholders in reconciliation, and developing and piloting innovative strategies that empower First Nations peoples.

The RAP also includes actions and deliverables supporting organisational change and further aligning us to deliver on the Closing the Gap priority reforms.



Financial sustainability and asset management

A whole-of-lifecycle approach is used to manage assets, underpinned by a strategic management plan, to maximise operational efficiency and generate greater return on investment.

The Reef Authority's major asset is the Great Barrier Reef Aquarium. In 2022–23 the value of the asset has been written down to zero (fully impaired) due to a change of direction of the proposed refurbishment.

The Reef Authority's written down values of major asset categories includes \$8.197 million in buildings (including the Great Barrier Reef Aquarium), \$3.973 in plant and equipment, and \$7.63 million in lease hold improvements.

The Reef Authority continues to promote financial sustainability and lift the financial maturity of the organisation. This is being achieved through contemporary financial management systems, support, and reporting; business and technology improvements; and education and training.

In line with the *APS Strategic Commissioning Framework*, the Reef Authority will seek to build capacity internally and reduce the outsourcing of the following core work in 2024–25: preparation, administration, and completion of ICT procurement activities; ICT SharePoint function; IT Standard Operating Environment deployment, and related support.

Environmental sustainability and Net Zero by 2030 target

We are strongly committed to the environment and sustainability. Our Sustainability Strategy, updated in 2024, aligns with the Australian Public Service Net Zero by 2030 target and identifies four key focus areas:

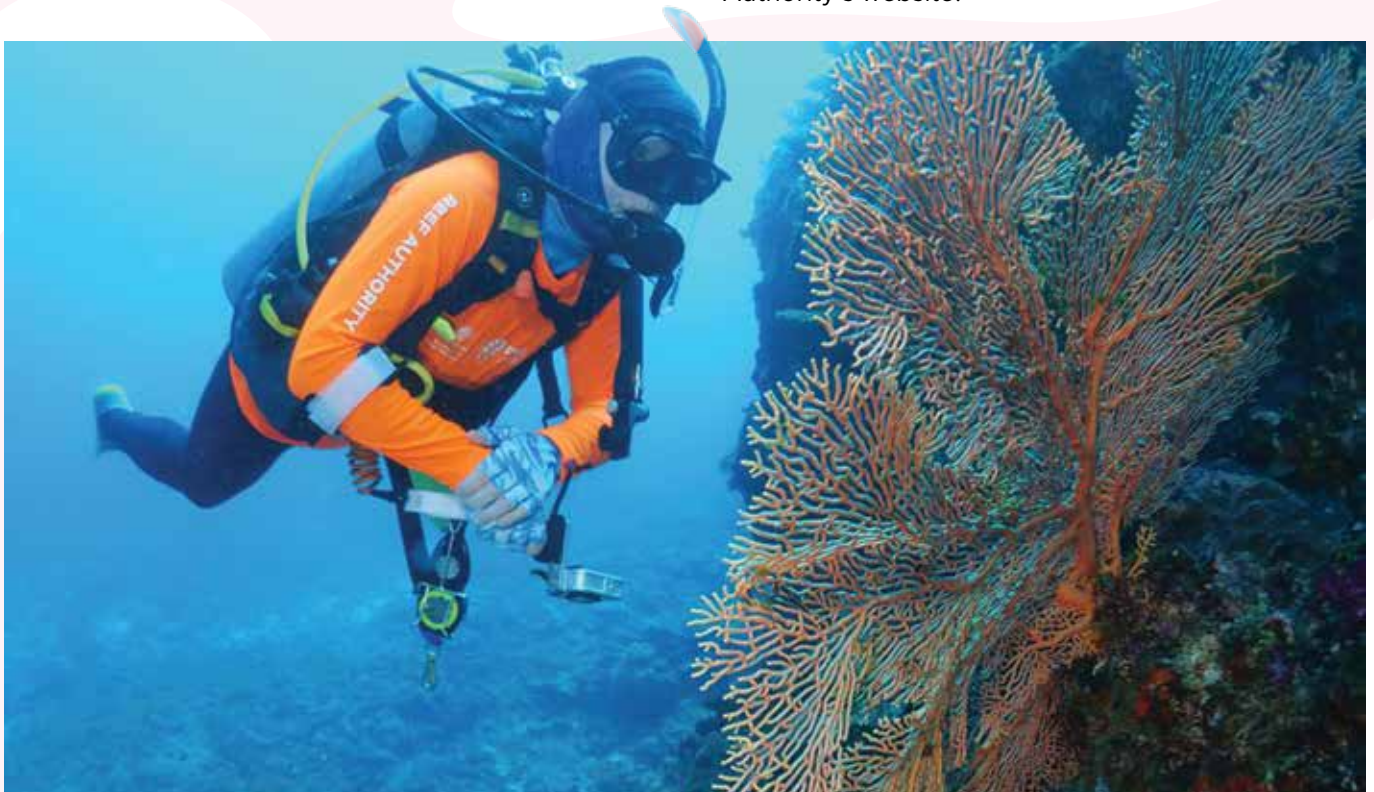
- Strategy, governance, and reporting
- Clean energy and clean air
- Circular Economy, and
- Nature Positive.

Under the strategy we will implement pollution prevention practices, reduce waste, and efficiently use resources to meet specified targets using recognised government methods, aiming to position the Reef Authority as a role model for others to follow.

A sustainable procurement framework further enables emission reduction using government purchasing, building on previous reduction initiatives like renewable electricity and electric vehicles.

We will continue to set and work toward achieving our targets and report on our progress annually to align with the *Department of Finance's Climate Action in Government Operations Strategy* and the Department of Climate Change, Energy, Environment and Water Sustainable Procurement Policy.

The strategy will be reviewed annually to ensure specific targets and actions align with the APS Net Zero commitments. As required by the Department of Finance under the *Climate Action in Government Operations Strategy*, a *Reef Authority Emissions Reductions Plan* will be made available on the Reef Authority's website.



Infrastructure

Our workplaces

The Reef Authority moved to a new, fit-for-purpose office in Townsville in 2024. This simplistic open office design delivers a more functional working space in the smallest possible footprint. It was designed to encourage and require efficient ways of working and sustainable use of equipment and assets, with low emissions and low waste to landfill. The Reef Authority has registered for Green Building Council of Australia Green Star Interiors certification for the design.

Our staff based in Cairns, Airlie Beach, Mackay, Yeppoon, Gladstone, and Canberra support our in-field presence and our connections with communities, Aboriginal and Torres Strait Islander peoples, government agencies, non-government organisations, industry, science and research bodies, and education facilities.

Great Barrier Reef Aquarium

The Reef Authority continues to work with government on the future of the Great Barrier Reef Aquarium — the National Education Centre for the Great Barrier Reef. The redevelopment of the Aquarium, which includes a co-design partnership with the Gurambilbarra Wulgurukaba Traditional Owners, is a critical step in facilitating our purpose of educating people to build their understanding of the Great Barrier Reef, establishing a connection through learning how to maintain and protect one of the world's most important ecosystems, and showcasing world-leading Marine Park management and marine science research in collaboration with industry partners.

Vessels

The Reef Joint Field Management Program is essential for delivering the Reef Authority's key in-field operations, including conservation actions, monitoring, incident response, engaging with Great Barrier Reef World Heritage Area users, and upholding compliance. Its vessel fleet facilitates the program's collaboration and work on-country with Traditional Owners.

Vessel capability is managed through the Reef Joint Field Management's rolling five-year business strategy. This process is designed to ensure field officers have the capacity to be in the field at the place, time, and durations necessary to deliver activities that make the most difference. The program will maintain a vessel fleet of 21 vessels and the composition of the fleet has changed to support the program's delivery of field activities across the World Heritage Area, guided by the five-year vessel replacement program.

The program has worked consistently across many years to achieve a safe, fit-for-purpose vessel fleet capable of operating across the World Heritage Area, particularly in remote locations. The program now has four vessels over 20 metres: two 24-metre long-range patrol vessels, a 20-metre catamaran to support in-water operations and maintenance of public moorings and incident response, and a new 20-metre high-speed landing barge to support island infrastructure and maintenance projects. The composition of the fleet ensures rangers can undertake a broad range of activities simultaneously and strategically, and can be mobilised quickly and tactically to respond to emerging issues or major environment events such as maritime emergencies, tropical cyclones, and coral bleaching events.



Information communications technology

Strategy

The Reef Authority is implementing the *Information Communications Technology Strategy (ICT Strategy)* — while taking into account the Corporate Plan and other government initiatives — enabling the Reef Authority to increase its digital services capability over the next six years. The Reef Authority uses ongoing staff, contractors, and commercial providers to deliver these services.

The ICT Strategy will position the Reef Authority to deliver these services with some fundamental principles in mind such as:

- get the basics right
- set a clear direction
- smart partnering
- accelerate innovation.

The Reef Authority is targeting the move to, and use of, cloud-based services — providing the building blocks to build modern, reliable and secure ICT services. This also allows us to invest in machine learning, artificial intelligence and advanced analytics to accelerate innovation in Marine Park management. These capabilities are essential to further the Australian Government's public data agenda, and to further the use of data resources in national and international collaborative research and educational initiatives in which the Reef Authority is involved.

We adhere to mandated whole-of-government standards and services when the opportunity arises for replacement, or choice of product and service.

The Reef Authority is safeguarding the digital assets by partnering with whole-of-government initiatives to improve our security posture to meet the current cyber threat landscape. We continue to lift our cyber security literacy through all-staff mandatory training and a continual adherence to the Australian Government's cyber security Essential Eight Maturity Model.

Co-investment

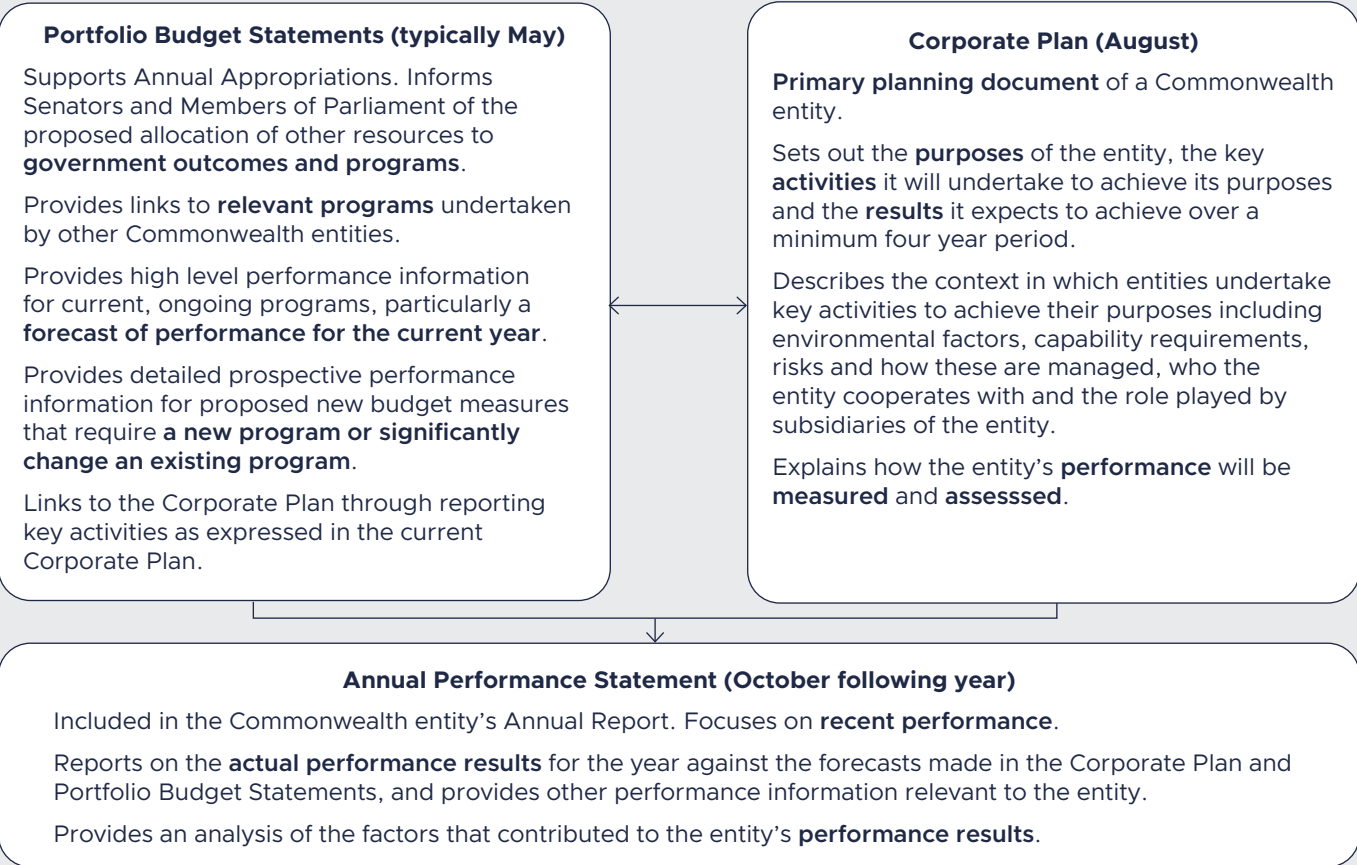
The Reef Authority maintains a current memorandum of understanding with the Queensland Government under the Reef Joint Field Management Program.

The Reef Authority provides shared information technology systems and services to ensure the continued business operations with our partners in the management of the Marine Park.

Our performance

Commonwealth Performance Framework

At a corporate and operational level, the Reef Authority has an integrated planning and reporting approach that continues to evolve over time. Part of our approach is based on the Commonwealth Performance Framework.



Structure of performance section of this Corporate Plan

The performance information within the Portfolio Budget Statements is underpinned and delivered through the Reef Authority's strategic priorities and delivery initiatives, as previously identified within this Plan.

In this section, performance information for each objective comprises:

- Performance criteria – measures used to track progress towards a corporate result.
- Targets – specific descriptions of what success against each performance criterion looks like.
- Rationale – provides explanation of the performance criteria, helping to connect it with the corporate result.
- Data sources – the information we will draw on as evidence for our performance against the target.
- Delivery strategies – our primary, high-level strategies for achieving the corporate results.

The Reef Authority is continuing to review and improve our performance information.

Great Barrier Reef Outlook Report

A *Great Barrier Reef Outlook Report* is published every five years, and looks at the Reef's health, management, pressures, and likely future. The report is required under the Marine Park Act and aims to provide a regular and reliable means of assessing Reef health and management in an accountable and transparent way.

Linking to the Portfolio Budget Statements performance information

The Australian Government’s Portfolio Budget Statements (PBS) outline how government will allocate resources to achieve their outcomes.

Under the 2024–25 PBS, our outcome is:

The long-term protection, ecologically sustainable use, understanding and enjoyment of the Great Barrier Reef for all Australians and the international community, through the care and development of the Marine Park.

The Reef Authority continues to review and monitor its performance, including the use of 11 performance measures.

The performance information identified in the 2024–25 Portfolio Budget Statements is below.

The outcome statement in the Portfolio Budget Statements is the same as the Reef Authority’s purpose statement, on page 9 of this plan.

Performance measures as presented in the 2024–25 PBS	Planned performance results
1. Crown-of-thorns starfish densities are at sustainable levels in the cull sites on targeted reefs.	75%
2. Percentage of coral trout biomass in Marine Park Green Zones exceeding that of General Use Blue Zones, as an indicator for Reef health.	95%
3. Proportion of Reef Joint Field Management Program Annual Business Plan targets achieved or with significant progress in 2024–25.	85%
4. Participants in Reef Authority education and engagement programs are taking actions that support the Reef’s long-term protection.	85%

1 Objective

Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef.

Performance measure 1.1

Criteria: Reef Authority policies, strategies, and position statements that effectively address the High or Very High risks identified in the latest Outlook Report.

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
100%	80%	Maintain		

Rationale	It is expected that 80 per cent of these documents address high or very high-risk threats and the other 20 per cent target low and medium risk threats. This performance measure helps identify whether the Reef Authority is making decisions and/or influencing management responses that align with expert knowledge synthesis in the Outlook Report. Note corporate policies and strategies are not included.
Data	Calculation of Marine Park policies, strategies and position statements in a financial year that effectively address the high or very high-risk threats assessed in the Outlook Report.
Delivery strategies	The <i>Great Barrier Reef Blueprint for Climate Resilience and Adaptation</i> (Blueprint 2030), the Reef 2050 Integrated Monitoring and Reporting Program, Policy and Planning Strategic Roadmap and position statements.
Strategic priorities supporting this measure	1.1 Reef Authority's contributions to mitigating the effects of climate change on the Reef. 1.3 Take action to address threats from fishing. 2.2 Deliver strong legislative and governing arrangements for the Great Barrier Reef.

Performance measure 1.2

Criteria: Improved trust level sentiment score.

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
8.17	Maintain	Maintain		

Rationale	Using sentiment analysis allows evaluation of the attitudes of our stakeholders that could affect the Reef Authority's reputation, particularly as the authoritative voice of the Reef. An annual omnibus survey is conducted, with a representative portion of the Australian Census population, to gauge the level of trust sentiment stakeholders have in relation to the Reef Authority.
Data	Survey results collected annually by an external research consultancy. Total number of participants in the survey is over 1000. The sentiment scores range from 0 = low trust sentiment, to 10 = high trust sentiment.
Delivery strategies	<i>Communications Strategy 2024–27</i> .
Strategic priorities supporting this measure	1.4 Advance the Reef Authority's international interests. 3.1 Be a partner of choice in Reef protection. 3.4 Provide world-class Reef education. 4.2 Support our people.

Future measure	Criteria 1.3 Cumulative number of citations of Reef Authority publications.
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2 Objective

Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.

Performance Measure 2.1

Criteria: Crown-of-thorns starfish densities are at sustainable levels in the cull sites on targeted reefs.

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
93%	85%*	Maintain or improve		

Rationale	The Crown-of-thorns Starfish Control Program monitors and protects coral by systematically suppressing crown-of thorns starfish outbreaks to ecologically sustainable levels on reefs of high ecological and economic value in the Great Barrier Reef Marine Park. The target represents the percentage of cull sites on actioned reefs in which crown-of-thorns starfish are at sustainable levels.
Data	Crown-of-thorns starfish culling data, Reef Health Impact Survey (RHIS) data and Manta Tow surveillance data collected by the Crown-of-thorns Starfish Control Program and stored in the Eye on the Reef database.
Delivery strategies	Crown-of-thorns Starfish Control Program.
Strategic priorities supporting this measure	2.3 Deliver the Reef Joint Field Management Program. 2.4 Implement Reef health and resilience interventions.
Updated target	*The target for 2024–25 has been increased from 75% which was listed as the planned performance result in the PBS 2024–25.

Performance measure 2.2

Criteria: Probability that coral trout biomass in Marine Park Green Zones exceeds that of General Use Blue Zones, as an indicator for Reef health.

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
93%	95%	Maintain or improve		

Rationale	Independent research indicated coral trout populations continue to increase in no-take marine reserves in which fishing is prohibited. This measure compares biomass between take and no take zones. This measure may be impacted from year to year by external factors, including cyclones and coral bleaching. The probability measure is reported because it is consistently available across all survey years since the re-zoning.
Data	Australian Institute of Marine Science Long Term Monitoring Program database.
Delivery strategies	Australian Institute of Marine Science.
Strategic priorities supporting this measure	1.3 Take action to address threats from fishing. 2.1 Deliver new marine park spatial plans of management and marine park policies. 2.4 Implement Reef health and resilience interventions. 4.1 Modernise key Reef Authority activities with digital solutions.
Updated measure	*2024–25: This measure has been refined to better represent the green to blue zone effect, accounting for changes in habitat condition in the Marine Park and improvements in survey methods. Measured as the likelihood (probability) that coral trout biomass is higher in green zones than blue.

2 Objective

Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.

Performance measure 2.3

Criteria:

- (a) Number of offences detected in the Marine Park.
- (b) Number of high and very high-risk offences detected in the Marine Park.
- (c) Number of dedicated compliance days completed in the Marine Park.

Result	Targets			
2023-24	2024-25	2025-26	2026-27	2027-28
1124	Decreasing trend	Decreasing trend		
5	5	Decreasing trend		
1149	1000	Reach or exceed target		

Rationale	<p>(a)(b) The Reef Joint Field Management Program's (RJFMP) Compliance Program has a risk-based, intelligence-driven approach that utilises a wide range of compliance tools to promote compliance with the Great Barrier Reef Marine Park Act and Regulations. Compliance tools include communication and education, monitoring of commercial and recreational vessels through vessel tracking, targeted compliance operations, and prosecutions.</p> <p>(c) The RJFMP compliance team works in partnership with Queensland Parks and Wildlife Service, Queensland Boating and Fisheries Patrol, and Queensland Police Service to use risk and intelligence analysis to identify surveillance priorities and plan compliance activities. Compliance operations provide an effective presence in the World Heritage Area to detect, deter, and respond to illegal activity, and provide an effective means of engaging with and educating users of the World Heritage Area. The target result will fluctuate as there are factors and variables influencing annual results including improvements in compliance planning, patrol effectiveness, changes in patrol priorities, technological advancements, and promotion (through communication channels) of the rules and regulations in the Marine Park. The Program's capacity to deliver dedicated compliance days can also be impacted by natural or human derived disasters.</p>
Data	<p>(a)(b) Collected through the compliance database and reported on through the RJFMP Compliance Quarterly Reports and Annual Report, and the Great Barrier Reef Marine Park Authority's Annual Report and includes data from permission compliance systems.</p> <p>(c) Collected quarterly through the Field Reporting System.</p>
Delivery strategies	<i>Reef Joint Field Management Program Business Strategy 2022 to 2026</i> , Permissions System.
Strategic priorities supporting this measure	<p>1.3 Take action to address threats from fishing.</p> <p>2.3 Deliver the Reef Joint Field Management Program.</p> <p>4.1 Modernise key Reef Authority activities with digital solutions.</p>
Future measure	<p>Criteria 2.4: Timely response to customer and stakeholder requests.</p> <p>(a) Permit applications.</p> <p>(b) Events and incidents reported to the Reef Authority.</p>

3 Objective

Enhancing Reef resilience through partnerships, collaboration and education.

Performance measure 3.1

Criteria: Participants in Reef Authority education and engagement programs are taking actions that support the Reef's long-term protection.

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
85%	85%	Increase		

Rationale	If the Reef Authority has worked effectively with our Reef Guardian councils and school partners, they will demonstrate caring for the Reef, learning about the Reef and the risks it faces, implementing actions that address those risks, and sharing their positive actions with others.
Data	The Reef Authority monitors and evaluates the effectiveness of program-based activities against targeted Care – Learn – Act – Share – Steward outcomes. This is achieved via program participant surveys.
Delivery strategies	<i>Reef Authority Education and Engagement Implementation Plan 2021–25.</i>
Strategic priorities supporting this measure	2.1 Deliver new marine park spatial plans of management and marine park policies. 2.3 Deliver the Reef Joint Field Management Program. 3.4 Provide world-class Reef education. 4.1 Modernise key Reef Authority activities with digital solutions.

Performance measure 3.2

Criteria: Reef Authority online communication tool usage.

(a) Websites

(b) Social media channels

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
(a) 294,028	(a) 295,500	Maintain		
(b) 7,384,245	(b) 7,500,000			

Rationale	(a)(b) Our website and social media channels are key tools in sharing information on the management, health and resilience of the Reef, and support the Reef Authority's communication, engagement and education needs. To ensure our audience remains engaged on our website, we will continue to produce high quality content so the Reef Authority can maintain an average number of engaged sessions (the number of sessions that lasted longer than 10 seconds, or had a conversion event, or had two or more screen or page views). Social media data is organic reach across our social channels.
Data	(a)(b) Google Analytics as well as custom internal and external service provider analytics on www.gbrmpa.gov.au , https://reefknowledgesystem.gbrmpa.gov.au/ , greatbarrierreefaquarium.au and https://www.reefed.edu.au/ and social media platforms including LinkedIn, X (formally Twitter), Facebook, Instagram.
Delivery strategies	(a)(b) <i>Communication Strategy 2024–27.</i>
Strategic priorities supporting this measure	1.1 Reef Authority's contributions to mitigating the effects of climate change on the Reef. 3.4 Provide world-class Reef education. 4.1 Modernise key Reef Authority activities with digital solutions.

3 Objective

Enhancing Reef resilience through partnerships, collaboration and education.

Performance measure 3.3

Criteria:

- (a) Number of Traditional Owner groups with formal co-designed partnerships in place.
- (b) Percentage of Marine Park coastline covered by Traditional Use of Marine Resources Agreements with Traditional Owners.

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
1	Maintain	Increase		
43%	43%	Maintain or increase		

Rationale	(a) Formal partnerships are co-designed partnerships with shared decision-making and governance, as defined under the Closing the Gap priority reform one. (b) The Reef Authority has established impactful and mutually beneficial Traditional Use of Marine Resources Agreements and Indigenous Ranger sectors through the Reef Joint Field Management Program.
Data	(a) Number of formal co-designed partnership agreements we have in place with Traditional Owners. (b) Based on number of Traditional Use of Marine Resources Agreements in place and their area of coverage against proportion of coastline, reported annually by the Reef Authority.
Delivery strategies	<i>Aboriginal and Torres Strait Islander Heritage Strategy, Reef Joint Field Management Program Business Strategy 2022–26, Reef 2050 Traditional Owner Implementation Plan, Closing the Gap Implementation Plan and the Reef Authority Engagement and Participation Framework.</i>
Strategic priorities supporting this measure	2.1 Deliver new marine park spatial plans of management and marine park policies. 2.3 Deliver the Reef Joint Field Management Program. 3.2 Co-manage Traditional Owner Sea Country through partnerships. 3.3 Expand the Traditional Use of Marine Resources Agreements (TUMRAs) Program. 4.2 Support our people.

4 Objective

Supporting a high-performing organisation.

Performance measure 4.1

Criteria: Improvement in our employee engagement score.

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
72%	72%	Maintain or increase		

Rationale	Employee engagement is the extent to which employees are motivated, inspired, and enabled to improve the Reef Authority's outcomes. The Reef Authority's results were 71% in 2022–23, 72% in 2021–22, and 75% in 2020–21.
Data	Annual Australian Public Service Employee Census.
Delivery strategies	Corporate Services Enabling Framework.
Strategic priorities supporting this measure	4.1 Modernise key Reef Authority activities with digital solutions. 4.3 Support our people.

Performance measure 4.2

Criteria: Percentage variance of the Reef Authority budget.

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
4.85%	Less than 5%	Less than 5%		

Rationale	Monitoring budget performance drives service delivery outcomes.
Data	Great Barrier Reef Marine Park Authority Internal Financial Management System.
Delivery strategies	<i>Reef Authority's Long-term Financial Plan.</i>

Performance measure 4.3

Criteria: Minimise Reef Authority direct and indirect greenhouse gas emissions.

Result	Targets			
2023–24	2024–25	2025–26	2026–27	2027–28
*Result will be published in the Annual Report.	Decrease	Decrease		

Rationale	<i>Reef Authority's Sustainability Strategy 2024–27</i> will set new targets with enabling initiatives that move us towards net zero emissions in our operations by 2030 (for Scope 1 – Direct and 2 – Indirect Owned) including the development of a plan for net zero for Scope 3 – Indirect Not Owned emissions.
Data	Annual emissions data calculations.
Delivery strategies	<i>Reef Authority's Sustainability Strategy 2024–27.</i>
Strategic priorities supporting this measure	1.1 Reef Authority's contributions to mitigating the effects of climate change on the Reef.

*Result will be published in the Reef Authority's Annual Report 2023–24 as data not available at time of publication.

Future measure	Criteria 4.4: Service level standards for all internal systems are met. Criteria 4.5: Transparency of program and project scope, progress and expenditure.
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