



Australian Government

Great Barrier Reef
Marine Park Authority

Corporate Plan 2022–23



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 2022–23, which covers reporting periods 2022–23 to 2025–26, 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 Reef Authority's Board has endorsed the plan, as it is responsible for implementing the *Great Barrier Reef Marine Park Act 1975*.

Josh Thomas

Chief Executive Officer / Accountable Authority

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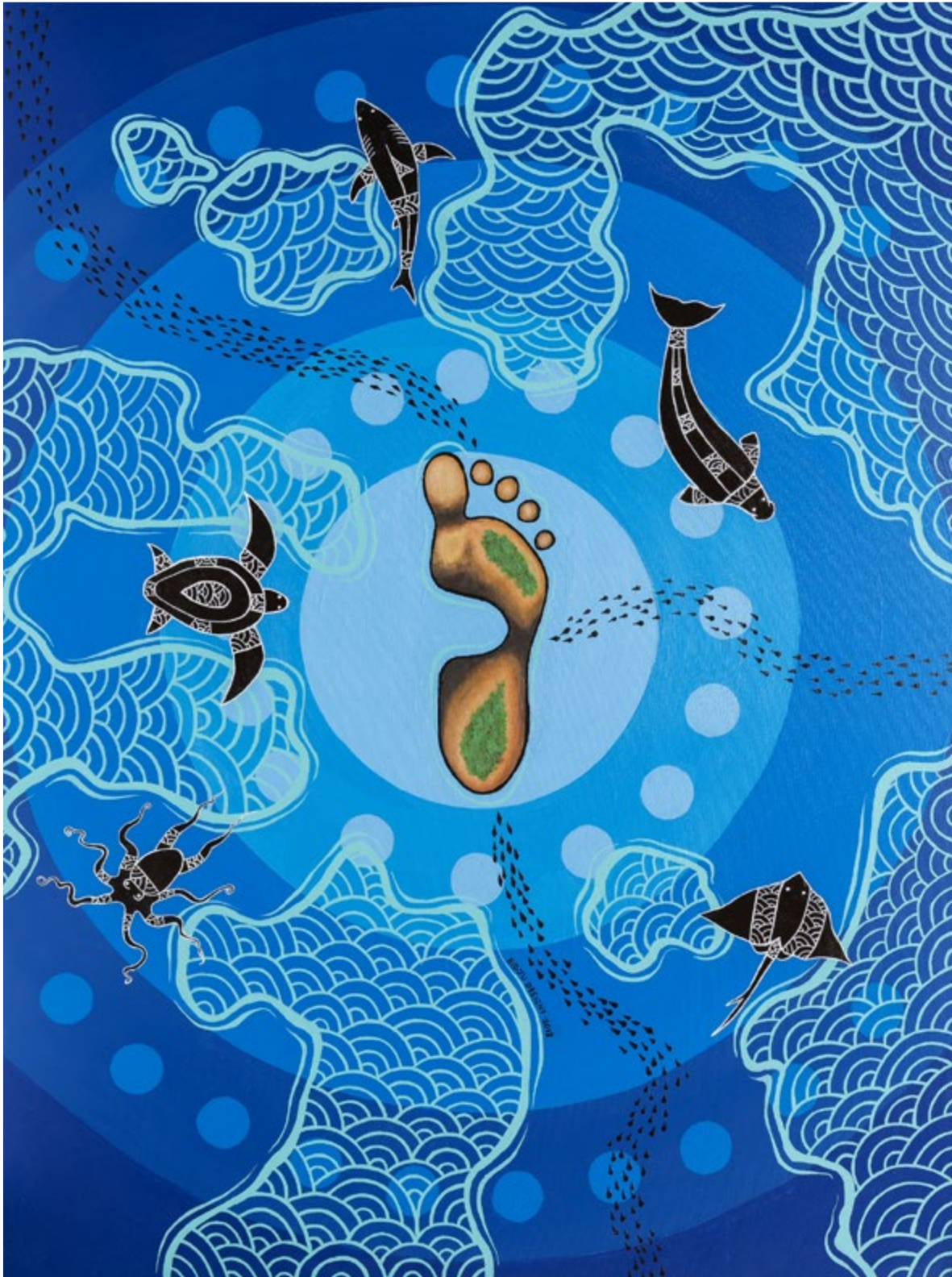
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Aboriginal and Torres Strait Islander readers are advised this publication may contain images of deceased persons.



Traditional Owner Acknowledgment

The Great Barrier Reef Marine Park Authority acknowledges the continuing Sea Country management and custodianship of the Great Barrier Reef by Aboriginal and Torres Strait Islander Traditional Owners whose rich cultures, heritage values, enduring connections and shared efforts protect the Reef for future generations. The Reef Authority acknowledges this Land and Sea Country as home to more than 70 Traditional Owner groups.

'Step of Change'
by Juru Traditional Owner, Nicky Bidju Pryor
(© Bidju Designs 2018)

The Great Barrier Reef at a glance



Approximately **2300km long** and **344,400km²** total area

The **world's largest coral reef ecosystem**, about **10% of the world's coral reef ecosystems**

Approximately **300 coral cays**

One of the **world's most important dugong populations**

1625 species of fish, including **1400 coral reef fish**

Supports six of the world's seven species of marine turtle

More than **100 species of jellyfish**

About **150 inshore mangrove islands**

133 varieties of sharks and rays

Approximately **3000 coral reefs**

Approximately **600 continental islands**

Sea Country home for 70 Traditional Owner clan groups

Multiple use Marine Park

Traditional use of marine resources

Commercial marine tourism

Fishing — commercial and recreational

Recreation

Research and educational activities

Contributes **billions** each year to the **Australian economy**

Supports tens of thousands of **full-time jobs**

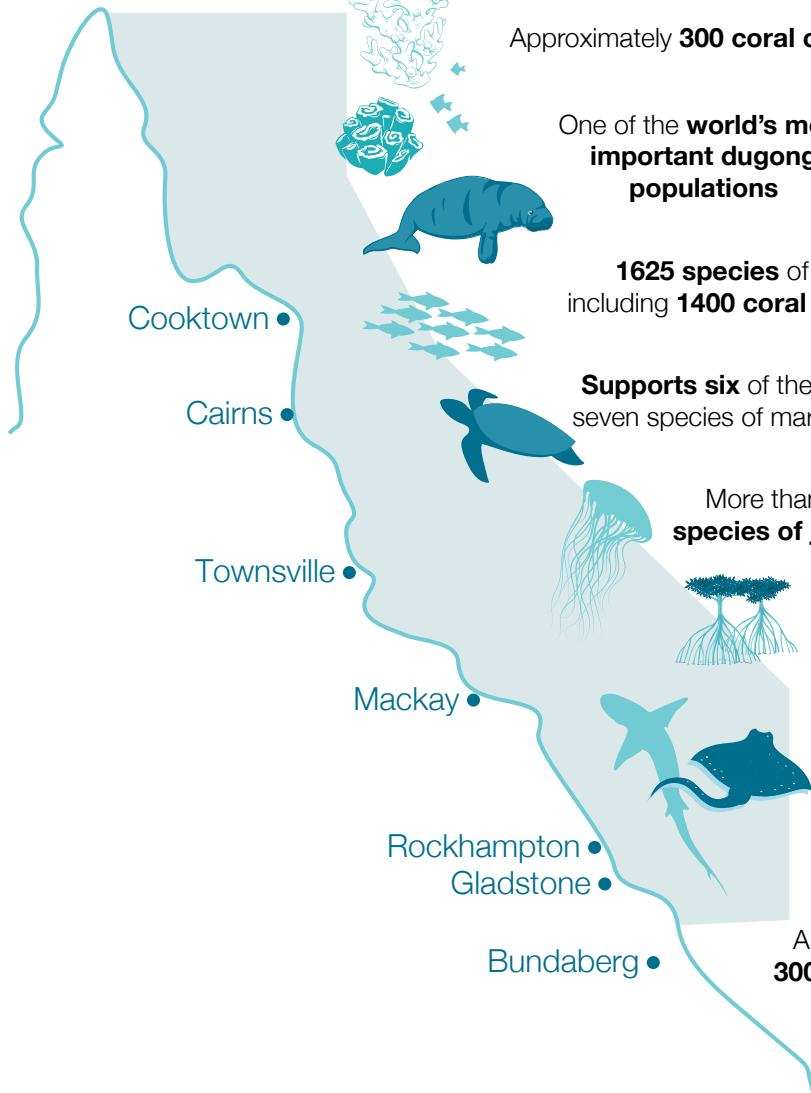


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Chairperson's opening statement

The Great Barrier Reef (the Reef) is one of the most significant natural places on Earth and is an important part of Australia's national identity. This complex ecosystem comprises a network of almost 3000 coral reefs and non-reef habitats stretching 2300 kilometres along the coast of Queensland.

The Reef is the Sea Country home for many First Nations People, with some 70 Aboriginal Traditional Owner groups with authority for Sea Country management in the Great Barrier Reef Marine Park. The Great Barrier Reef Marine Park Authority (Reef Authority) will continue to collaborate with Traditional Owners of the Reef to keep their Indigenous heritage strong, safe, and healthy.

The Reef also remains a significant economic resource for many local communities and Australia as a whole. Major changes in the condition of the Reef can have social, recreational and economic implications for users, such as marine tourism operators, and recreational and commercial fishers.

Marine heatwaves in the summers of 2016, 2017, 2020 and 2022 resulted in mass coral bleaching. While climate change is the most significant threat to the Reef, it is also being impacted by crown-of-thorns starfish outbreaks, coastal development, land-based run-off, and threats from direct human use of the Reef, such as overfishing of species, including Spanish mackerel and scallops, as well as illegal fishing activities.

As climate change impacts to Reef ecosystems have grown over the last decade, the Reef Authority has adapted by refining existing management techniques, such as improving Marine Park enforcement, and developing new ones such as broad-scale crown-of-thorns starfish control and encouraging the development of safe and acceptable interventions to help the Reef resist, adapt to, and recover from the impacts of climate change. The Reef Authority also continues to take actions to strengthen Reef resilience, reduce threats, and protect and enhance reef habitats. This work will be critical to helping the Reef cope better with cumulative threats and a changing climate.

An additional \$15 million investment has been allocated to the delivery of a Tourism Reef Protection Initiative, which aims to engage marine tourism operations to deliver reef protection and conservation services identified by the Reef Authority. This additional funding builds on the excellent outcomes achieved through the Tourism Industry Activation and Reef Protection Initiative delivered in 2020 to support COVID-19 recovery. Through 2022–23 the Australian Government continues to support the recovery of the tourism industry along the Reef by extending the Environmental Management Charge (EMC) waiver up to 30 June 2023.



Environmental sustainability underpins our management of the Great Barrier Reef Marine Park. Our sustainability strategy is focused on ensuring our agency operating practices have a minimal impact on the environment.

We also play a proactive role internationally, both in sharing our expertise and learning from others and through forums such as the International Coral Reef Initiative (ICRI). The initiative has more than 90 members, bringing together nations responsible for managing more than 75 per cent of the world's coral reefs. The Reef Authority last chaired the ICRI Secretariat with Indonesia and Monaco from 2018 to 2021.

The Reef Authority's Board (the Board) continues to set the strategic direction of the Reef Authority, in accordance with the *Great Barrier Reef Marine Park Act 1975*. The Board is guided by the best available science and advised by Traditional Owners, industry, and Reef users.

Our Reef Advisory Committees – the Indigenous Reef Advisory Committee (IRAC) and Tourism Reef Advisory Committee (TRAC) – provide advice to the Reef Authority's Board on actions that can be taken to address the risks to the Reef. The Board appoints members on their expertise and experience in relevant areas.

As an independent statutory authority responsible for the management and protection of the Reef, we advise and support the Minister for Environment and Water by delivering Australian Government policies and programs. The Reef Authority will continue to work with Australian and Queensland government agencies, science institutions, Traditional Owners, industry, community organisations, and individuals to help protect and manage the Reef.

The Reef Authority will continue to implement the *Reef 2050 Plan* and the *Great Barrier Reef Blueprint for Resilience* to drive actions for a more resilient Reef.

Dr Ian Poiner
Chairperson

Chief Executive Officer's foreword

The Reef is recognised globally for its beauty and diversity and is listed as a World Heritage site for its Outstanding Universal Value. As the Australian Government's lead management agency for the Great Barrier Reef Marine Park, it is our responsibility to protect and manage the Reef to be enjoyed by current and future generations.

The Reef is under pressure from an accumulation of threats, with climate change the greatest among them. Protecting the Reef requires an innovative and multi-disciplinary approach. The Great Barrier Reef Marine Park Authority will continue to take actions that strengthen Reef resilience, reduce cumulative impacts, and protect and enhance Reef habitats.

The Government will invest almost \$1.2 billion in Reef preservation and restoration by 2030. Long-term additional funding for the Reef Authority of \$253 million has increased our capacity to deliver world-leading Marine Park management. The funding extends our ability to improve Traditional Owner and community-led projects, including species protection, habitat restoration, citizen science programs and marine debris. The Crown-of-thorns Starfish Control Program will expand over nine years and continue the Reef Authority's management to protect coral cover and support Reef resilience.

The Reef Authority is developing the *Climate Resilience Management Strategy* (the Blueprint), which is the key strategic document that signals the actions we will take with our partners to strengthen Reef resilience in the face of a changing climate and the other pressures on the Reef. We are updating the Blueprint to be more targeted on our strategy and management on a changing climate.

We are strengthening our management response to risks posed by fishing in the Marine Park, including through the new funding measure. Actions will be taken in consultation with the Queensland Government and will focus on aspects of fishing that pose the greatest risks, and also the greatest opportunities to reduce these risks.

The Reef Joint Field Management Program, jointly delivered by the Australian and Queensland governments, will continue to protect the Reef and identify emerging threats, while delivering in-field operations to build the resilience of the Reef, including islands and species, and supporting ecotourism opportunities.



The expansion of the Traditional Use of Marine Resources Agreements (TUMRAs) program continues. Following the accreditation of a new TUMRA in late 2021, 43 per cent of the Marine Park coastline is now managed under these agreements — supporting the cultural and spiritual connections of the Reef's Traditional Owners and contributing to the outcomes of our Aboriginal and Torres Strait Islander Heritage Strategy.

We are progressing major upgrades at our Reef HQ Great Barrier Reef Aquarium (Reef HQ), which will transform the world's largest living coral reef aquarium into Australia's national centre of excellence for tropical coral reef education. The Reef HQ Master Plan 2021–2041 provides long-term direction for establishing a centre of excellence in educating national and international audiences about the Reef and how they can help protect the Reef.

The expertise, dedication and passion of our people plays a key role in helping the Reef Authority to maintain its position as a world-leader in marine park management. We continue to invest in the capability development of our people, while building a strong cohesive culture.

Our focus for the year ahead will be the implementation of key programs that protect the Reef and build its resilience.

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.



Role

The Great Barrier Reef Marine Park 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 reports to the Australian Government Minister for the Environment and Water, and advises the Minister on a range of matters relevant to protecting and managing the Great Barrier Reef. Our work includes day-to-day management, 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

Staff are integrating the Reef Authority's ideal culture and agreed behaviours in all aspects of their business. To support the foundation of our culture and our commitment to the Australian Public Service Values and Code of Conduct, the Reef Authority has commenced a multifaceted program for staff, involving leadership support, underpinned by competencies such as agile ways of working. Our Performance Development Agreement process requires our staff to identify actions to ensure we remain a professional workforce with high standards of integrity. Through our sustainability strategy we will empower staff to embed sustainability and frugal use of resources in our organisational culture.

Our strategic objectives

The Reef is a multi-use area where biodiversity, ecosystem health, heritage values, and commercial and non-commercial use, provide cultural, social and economic benefits to local, national and international communities.

As the largest living structure on the planet, there are a number of factors that influence the condition and health of the Reef, which can affect the benefits derived from this multi-use area. Therefore, the Reef Authority needs to ensure its knowledge, Marine Park management and partnership approach enhance the resilience of the Reef, now and in the future.

We will deliver this through four objectives, as outlined in the 2022–23 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.**

Strategically advise on the policy and governance of the Great Barrier Reef World Heritage Area (the World Heritage Area) by working collaboratively with a range of sectors to implement the Australian and Queensland governments' Reef 2050 Long-Term Sustainability Plan. This also includes implementation of the Reef 2050 Integrated Monitoring and Reporting Program, which will inform decision-making, enable adaptive management of the Marine Park, as well as track the effectiveness of actions under the Reef 2050 Plan.

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

Transforming our policy, planning and regulatory approach through implementation of the Policy and Planning Strategic Roadmap to deliver the policy and regulatory settings needed for the future.

Regulate to protect and manage the Marine Park, using a range of management tools and approaches, such as implementing the Reef Joint Field Management Program and the Crown-of-thorns Starfish Control Program.

3 **Enhancing Reef resilience through partnerships, collaboration and education.**

Fostering and maintaining targeted partnerships, and delivering education and stewardship programs. Establish mutually-beneficial relationships with Aboriginal and Torres Strait Islander peoples, local, state, and Australian Government agencies, Reef-dependent industries, schools, community groups, and the public more broadly.

The Reef Authority's Aboriginal and Torres Strait Islander Heritage Strategy is a long-term plan to strengthen protection for Indigenous Reef heritage.

4 **Supporting a high-performing organisation.**

Deliver our key activities through corporate and enabling functions to provide efficient and effective services to support and optimise outcomes for the Reef Authority and the Marine Park.

Use the Corporate Services Enabling Framework to focus on priority functions, building a strong and cohesive culture, and investing more heavily in capability development of our people, positioning the Reef Authority to be a more agile and responsive organisation into the future. Safety of our staff is always a key priority and we will continue to refine our work, health and safety processes.

We will transform our services to enable the implementation of pollution prevention practices, waste minimisation, and efficient use of resources.

Our 2022–23 work plan

Vision		Strategic results							
A healthy Great Barrier Reef for future generations	The Reef is healthy								
Purpose		The Reef is protected							
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.	Sustainable use of the Reef								
	The Reef is understood								
	Objectives		Corporate results						
1. Enhancing Reef resilience by providing expert knowledge to advise key decision makers on managing, reducing or avoiding significant threats to the Reef.	1.1 Expert knowledge is shared	1.2 Expert knowledge is used							
2. Enhancing Reef resilience through innovation, management and regulation of the Marine Park and our in-field presence.			2.1 Strategies and rules for a resilient Reef are made	2.2 Rules for a resilient Reef are followed	2.3 Management for a resilient Reef				
3. Enhancing Reef resilience through partnerships, collaboration and education.						3.1 Educating others about the Reef	3.2 Partnering with others to care for the Reef		
4. Supporting a high-performing organisation.								4.1 Operational excellence	4.2 Delivery excellence
Delivery strategies and implementation plans		Performance criteria (refer to pages 35 to 43)							
<i>Aboriginal and Torres Strait Islander Heritage Strategy for the Great Barrier Reef Marine Park</i>	●						●		
Communication Strategy 2021–24	●					●			
Corporate Services Enabling Framework								●	●
Crown-of-thorns Starfish Control Program					●				
Permissions System			●	●					
Policy and Planning Strategic Roadmap		●	●				●		
Reef 2050 Integrated Monitoring and Reporting Program	●	●			●				
Reef Education and Engagement Implementation Plan 2021–25						●	●		
Reef HQ Aquarium Master Plan implementation						●			
<i>Reef Joint Field Management Program Business Strategy 2021 to 2025</i>				●	●		●		

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 priorities and direction
- various pieces of 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 framework for the Australian and Queensland governments to work together to protect the Great Barrier Reef.
- The **Blueprint for Resilience** signals the actions the Reef Authority will take with our partners to strengthen the Reef's resilience, its capacity to recover after disturbances and return to a healthy state, and the challenges it faces now and in the future.
- Great Barrier Reef **Outlook reports** (Outlook reports) provided to the Minister every five years, deliver an 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)** and 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 Parliament and the public of the proposed allocation of resources to government outcomes by entities within the portfolio.
- The **Corporate Plan** outlines the Reef Authority's purpose, key activities and performance criteria against intended results for the year in the context of a four-year strategic planning cycle.

- **Delivery strategies and implementation plans** describe activities, projects and services for the short-medium term to operationalise the Corporate Plan.
- **Annual reports** inform Parliament and other stakeholders of our performance in relation to the PBS and Corporate Plan.
- The Reef Authority's **Enterprise Program Management Office (ePMO)** supports the delivery of projects for the organisation. We use a tiered management portfolio, program and project approach to ensure strategic alignment between our strategic objectives, and program and project deliverables.



Legislation

Our work to protect the Marine Park is guided through a range of legislation, plans and policies.

Our approach to regulation includes the following fundamentals:

1. developing regulatory solutions that take a risk-based approach to achieve the intended outcome in a timely manner
2. implementing an effective and efficient regulatory system
3. encouraging leading practices in responsible use of the Reef
4. responding through enforcement activities proportionate to the risk, severity, and attitude
5. continuously improving our regulatory practice to achieve outcomes for the Reef.

Great Barrier Reef Marine Park specific legislation

The main object of the *Great Barrier Reef Marine Park Act 1975* (the Marine Park Act) is to provide for the long-term protection and conservation of the environment, biodiversity and heritage values of the Region.

Other objectives of the Marine Park Act are to allow for ecologically sustainable use of the Region; to encourage engagement in protecting and managing the Region by interested persons and groups (including Queensland and local governments, communities, Traditional Owners, business and industry); and to assist in meeting Australia's international responsibilities concerning the environment and protection of world heritage. The Marine Park Act sets out the Reef Authority's role and, through its objectives, provides the basis for the Region's management.

Great Barrier Reef Marine Park Regulations 2019 is a legislative instrument made under the Marine Park Act, and provides rules that give effect to the Marine Park Act.

The Great Barrier Reef Marine Park Zoning Plan 2003 (Zoning Plan) is the main planning instrument for the conservation and management of the Marine Park. Each zone has different objectives and rules for certain activities allowed 'as of right' and those purposes for which specific permission under the Great Barrier Reef Marine Park Regulations 2019 is required.

In addition to the Zoning Plan, plans of management are in place for intensively used, or particularly vulnerable groups of islands and reefs, and for the protection of vulnerable species or ecological communities in the Marine Park. Plans of management complement Marine Park zoning by addressing issues specific to an area, species or community in greater detail than can be accomplished by the broader Reef-wide zoning plans.

The Zoning Plan expressly acknowledges the rights and interests of Traditional Owners in the Marine Park by providing for the management of the traditional use of marine resources, including traditional hunting, in accordance with Traditional Owner custom and tradition. The Zoning Plan also explicitly states that it is not intended to affect the *Native Title Act 1993*.

Other legislation and agreements relevant to the Great Barrier Reef Marine Park

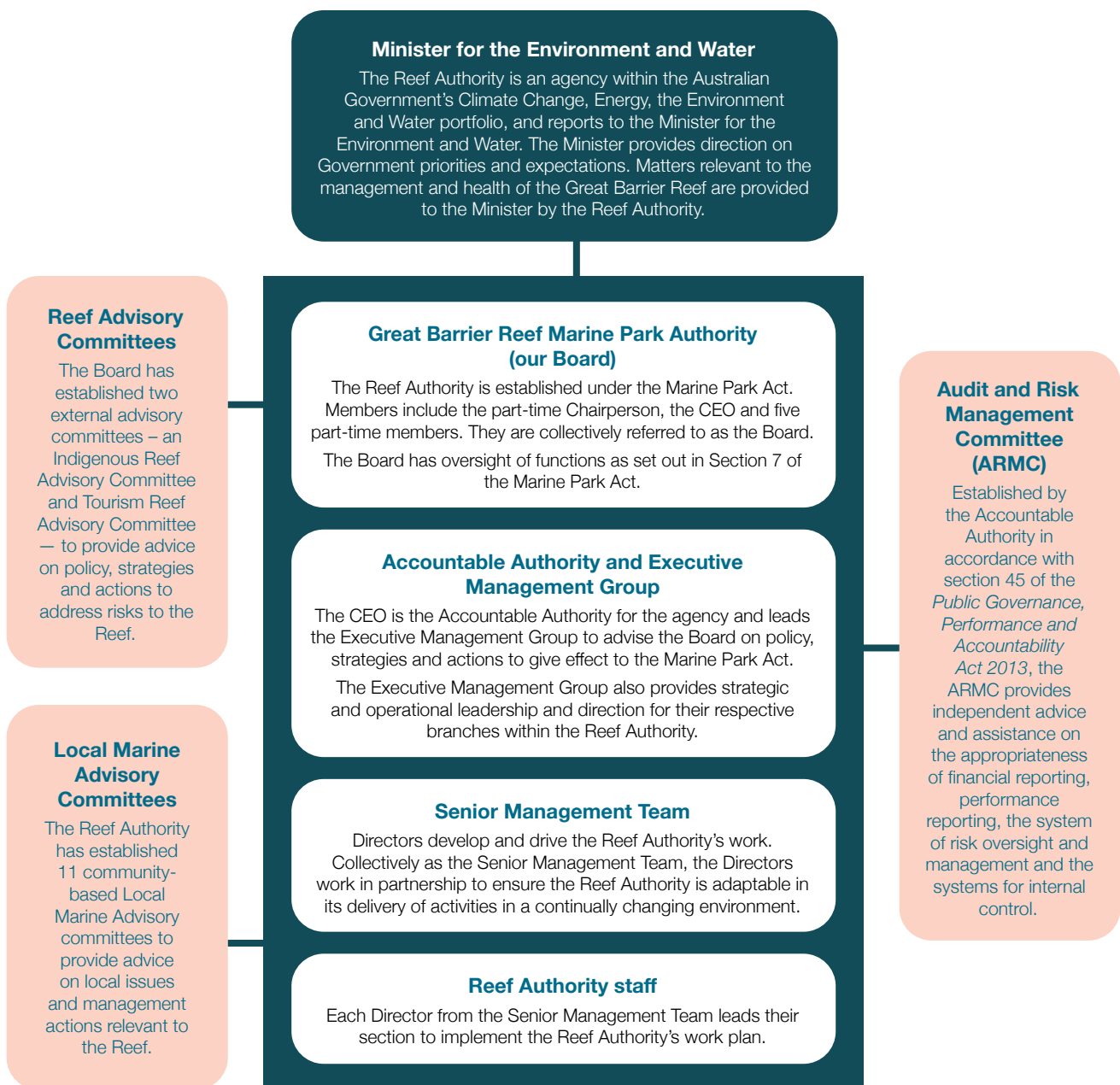
- *Great Barrier Reef Marine Park (Environmental Management Charge-Excise) Act 1993*
- *Great Barrier Reef Marine Park (Environmental Management Charge-General) Act 1999*
- *Environment Protection and Biodiversity Conservation Act 1999*
- *Environment Protection (Sea Dumping) Act 1981*
- *Native Title Act 1993*
- *Underwater Cultural Heritage Act 2018*
- *Protection of the Sea (Prevention of Pollution from Ships) Act 1983*
- *Sea Installations Act 1987*
- *Great Barrier Reef Intergovernmental Agreement 2015*.

Organisational legislation

- *Public Service Act 1999*
- *Public Service Regulations 1999*
- *Public Governance, Performance and Accountability Act 2013*
- *Public Interest Disclosure Act 2013*
- *Archives Act 1983*
- *Freedom of Information Act 1982*
- *Crimes Act 1914*
- *Criminal Code Act 1995*
- *Privacy Act 1988*
- *Work Health and Safety Act 2011*.

Our operating environment

Governance framework



Partners and stakeholders

Delivery of our purpose relies heavily on sharing and exchanging information, collaborating, and partnering. With many of our activities and initiatives, the scale and depth of relationships involved in our work, directly or indirectly, is vast but necessary to deliver successful results.



Collaborating with all levels of government, Traditional Owners, our partners and stakeholders is critical to improving the health and resilience of the Reef.

Over the next four years, the Reef Authority will strengthen its approach to cooperation and relationships, and embed our approach through existing and revised strategies, plans and processes.

Our engagement framework guides delivery of activities and initiatives in work conducted across the Reef Authority.

Our stakeholders will continue to be informed about the Reef's management and health, and work the Reef Authority is undertaking. We share information through a range of channels, including mainstream media, websites, social media channels, newsletters, reports and publications.

Formal partnership arrangements

The current *Great Barrier Reef Intergovernmental Agreement* (IGA) was entered into by the Australian and Queensland governments in 2015. This agreement continues the complementary and cooperative approach between the Australian and Queensland governments to manage the jurisdictional complexity of the Reef including managing the Marine Park (Commonwealth) and adjoining Great Barrier Reef Coast Marine Park (Queensland).

Memorandums of understanding (MoUs) articulate the mutually agreed expectations for cooperation or sharing of information. These MoUs allow each partner to make the most of the other's specialist skills, knowledge or jurisdiction. Current high-level agreements exist with:

- Australian Government - Department of Defence; Department of Climate Change, Energy, the Environment and Water; Parks Australia; and the Australian Institute of Marine Science.
- Queensland Government - Department of Environment and Science through the Queensland Parks and Wildlife Service to give effect to the Intergovernmental Agreement 2015 to cooperatively plan, fund and deliver an integrated, strategically planned and co-ordinated Reef Joint Field Management Program for the Great Barrier Reef Marine Park and the Queensland marine and national parks within the Great Barrier Reef World Heritage Area.
- Local governments - various local councils to deliver action plans under the Reef Guardian Councils Program, and Townsville City Council has an agreement with Reef HQ for more street-art installations.
- Industry - Tourism and Events Queensland and the Association of Marine Park Tourism Operators partner with us to deliver the Master Reef Guides Program, as part of our Education and Engagement Implementation Plan.
- Non-government organisations - Ecotourism Australia and EarthCheck to support delivery of our High Standard Tourism Operator Program, and the Great Barrier Reef Foundation where we provide in-kind support, skills interchange, cooperative research, education and engagement programs, targeted and broad-scale communication campaigns and other forms of collaboration.

Data sharing and/or research agreements:

- Australian Government - Australian Institute of Marine Science, CSIRO.
- Queensland Government - Department of Agriculture and Fisheries for compliance information, including access and use of vessel tracking for commercial fishing vessels.
- Non-government organisations - Great Barrier Reef Foundation.

- Science and research institutes - Reef and Rainforest Research Centre.
- Tertiary education institutes - James Cook University, University of Queensland, Central Queensland University, University of Sydney and University of Technology Sydney.

Other types of agreements:

- Aboriginal and Torres Strait Islander peoples - Traditional Owner groups to support implementation of their Traditional Use Marine Resources Agreements, as identified in the *Aboriginal and Torres Strait Islander Heritage Strategy* for the Great Barrier Reef Marine Park.
- Terms of reference have been agreed with various Traditional Owner representatives to deliver a co-design process with the Reef Authority as part of the Reef HQ redevelopment.
- Agreed consultation protocol with the Woppaburra Traditional Owners for consideration of heritage values in the Woppaburra Sea Country.
- Agreed consultation protocol 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 universities, industry, science institutions, and education institutions.
- A master services agreement with the Australian Institute of Marine Science.
- Collaboration agreement with Reef 2050 Integrated Monitoring and Reporting partners.
- Collaboration agreement with the CSIRO.

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 Reef.

Some key initiatives where we collaborate include:

- Reef 2050 Plan
- *Reef 2050 Water Quality Improvement Plan 2017–2022*
- *Wetlands in the Great Barrier Reef Catchments Management Strategy 2016–2021*
- Reef Restoration and Adaptation Program
- Reef Integrated Monitoring and Reporting Program
- Great Barrier Reef Marine Monitoring Program
- *Queensland Sustainable Fisheries Strategy 2017–2027*
- *North-East Shipping Management Plan*
- *National Plan for Maritime Environmental Emergencies.*

Influences affecting our operating environment

The Reef is one of the world's most iconic natural areas, recognised globally for its extraordinary beauty and diversity. This complex ecosystem comprises of almost 3000 coral reefs and non-reef habitats stretching 2300 kilometres along the Queensland coastline. Under a changing climate, the vast size of the Reef is providing less of a buffer against an accumulation of threats, including mass coral bleaching events, cyclones, crown-of-thorns starfish outbreaks, and poor water quality.

Marine heatwaves in the summers of 2016, 2017, 2020 and 2022 resulted in mass coral bleaching. Above average sea surface temperatures are becoming more common, with December 2021 sea temperatures the hottest on record since 1900. This pressure is affecting coral reefs worldwide, requiring both local adaptation and global response. The Reef Authority provides world-leading Marine Park management, with actions to strengthen Reef resilience, reduce impacts, and protect and enhance reef habitats. Together with the research and development of the Reef Restoration and Adaptation Program, these adaptive approaches will be essential as climate change progresses. This work is critical to supporting the health and resilience of the Reef and the people who depend on it.

The 2017 Blueprint described our approach to resilience-based management and how we work with partners to strengthen the Reef's resilience. In 2022, the Reef Authority will revise and strengthen the Blueprint, to ensure we remain agile, responsive and at the forefront of resilience-based management. Building on our strong foundation of world-class Marine Park management, the Blueprint articulates the actions the Reef Authority would take with its partners to strengthen the Reef's resilience in the face of a changing climate — its capacity to recover after disturbances and return to a healthy state now and in the future. The Reef Blueprint has already delivered on a range of actions to boost Reef resilience as outlined in the progress report released in late 2018.

In addition to global pressures, direct human use of the Marine Park is also putting pressure on the ecosystem. In particular, over-fishing of some species, illegal fishing and

impacts of discarded catch on protected species. The Reef Authority will focus efforts to ensure fishing is ecologically sustainable and pressures on protected species are reduced.

The marine tourism industry is slowly emerging from the significant downturn experienced over the past two years due to the impacts of COVID-19. While domestic tourism trends to reef tourism locations such as Cairns and the Whitsundays have been positive, the pre-COVID tourism numbers will only be achieved when the international tourism market is fully re-established. The Reef Authority will continue to support Reef-dependent industries such as marine tourism, ensuring it continues to be recognised for providing ecologically sustainable, culturally sensitive and world-class tourism experiences.

Partnerships between the Reef Authority and Aboriginal and Torres Strait Islander peoples are important to protect cultural and heritage values, conserve biodiversity, and enhance the resilience of the Reef. The Reef Authority is committed to strengthening its relationships with Traditional Owners of the Reef and will continue to implement its Aboriginal and Torres Strait Islander Heritage Strategy for the Marine Park. The strategy focuses on approaches and actions that support Traditional Owners to protect and care for Indigenous heritage within the Marine Park.

Economic trends and pressures may also influence some of our programs and activities — for example in the supplier costs for the redevelopment of Reef HQ Aquarium.

The shape of the Australian labour market has changed over the past few years, particularly during the COVID-19 pandemic. This is expected to impact our ability to attract the best possible candidates for new positions, particularly in the recruitment of specialist roles.

The Reef Authority continues to work together with other Australian and Queensland government agencies, Traditional Owners, industry, community organisations, and the public to help achieve its vision of '*a healthy Great Barrier Reef for future generations*'.



Key influences

A. Climate change and environment



Increasing global greenhouse gas emissions



Environmental disturbances — mass coral bleaching, cyclones, storms, and declining water quality



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



Changes in physical oceanography e.g. ocean temperature

B. International and government



Global and domestic climate change policy and action



Other policy, regulatory and legislative changes



Changes of government



Funding and resources

C. 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

D. 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

Managing our risks

The Reef Authority operates in a complex and challenging environment to manage the Marine Park, involving responsibilities to safeguard the area's natural and cultural values while allowing ecologically sustainable use. Among the complexities is the suite of partners and stakeholders that are invested in the Marine Park and influence our risk profile.

Every five years the Reef Authority's peer-reviewed Outlook Report provides an assessment of risks to the ecosystem and heritage values of the Region and a summary of the long-term outlook for the Reef. This report and the associated independent assessment of management effectiveness provides the mechanisms through which risks to the Region, and the way these risks are managed, are strategically identified and understood. At a whole-of-government level, the Outlook Report also informs the review of the Reef 2050 Plan, particularly where strategic action and investments need to focus to address risks to the World Heritage Area.

Strategies and implementation plans to manage these risks are integrated into the Corporate Plan and operationalised. We continue to identify information gaps critical to management, to influence academic and research communities, research funders and stewardship groups to contribute the new knowledge needed to improve the information required for objective risk assessment.

The Reef Authority faces a range of risks reflecting its responsibilities as a policy adviser, program administrator, world heritage property manager and regulator. The Reef Authority identifies and regularly monitors the strategic and operational risks which could have serious impacts on progress towards achieving its Corporate Plan and broader purpose.

The Board, in consultation with the Executive Management Group, has identified specific sources of strategic risk for the Reef Authority. These risks are regularly monitored to evaluate the effectiveness of identified controls and mitigation measures.



Strategic risks

Risk and description	Risk owner	Controls
<p>1 Reef-wide / regional-scale environmental event(s) including climate change impacts</p> <p>The ability of the Reef Authority to anticipate and respond to potential impacts of a catastrophic, system-wide event or the incremental impact of a series of events leading to the collapse of the ecosystem across significant regions of the Reef.</p>	<p>General Manager Strategic Policy and Partnerships</p>	<ul style="list-style-type: none"> • Reef intervention policy and guidance, and Reef Restoration and Adaption Program engagement • Reef 2050 Integrated Monitoring and Reporting Program • Reef Joint Field Management Program • Reef 2050 Plan Implementation • Crown-of-Thorns Starfish Control Program • Policy and Planning Strategic Roadmap.
<p>2 Business resilience challenged due to major external event</p> <p>The Reef Authority operates in a global context and is exposed to a range of significant external (non-ecological) events beyond its control which could have significant operational and financial impacts on the Reef Authority. This would include impacts of pandemics, natural disasters or warfare on tourism and Reef visitation.</p>	<p>Chief Operating Officer</p>	<ul style="list-style-type: none"> • Planning, management and regulatory actions • Future scenario planning, starting with Board planning cycle • Long-Term Financial Strategy and Plan • Stakeholder and industry engagement • Business Continuity Plan.
<p>3 Strategic direction is out of step with community expectations</p> <p>Management of the Reef attracts a high degree of attention and scrutiny from across the global community including government (federal and state), the public, non-government organisations and other interested stakeholder groups. The Reef Authority should set strategic direction for the Marine Park, but needs to balance its policies and practices with community expectations.</p>	<p>General Manager Strategic Policy and Partnerships</p>	<ul style="list-style-type: none"> • External engagement and communication on key programs, plans and proposals • Policy and Planning Strategic Roadmap • Reef 2050 Plan • Reef Joint Field Management Program • Crown-of-thorns Starfish Control Program • Formal governance committee engagement (including Reef Advisory Committees, and TUMRA Steering Committees).
<p>4 Unable to adapt to evolving (current and future) rights and aspirations of Traditional Owners</p> <p>The Reef Authority has to balance the role and contribution of Traditional Owners in the way that the Reef is managed which may have implications for strategy, regulation and day-to-day operations — noting this is an area of increasing focus.</p>	<p>General Manager Reef Protection</p>	<ul style="list-style-type: none"> • Delivering on co-management through the implementation of formal partnerships and agreements • Continue to deliver TUMRAs and innovate TUMRA governance arrangements to develop partnerships • Embed the Closing the Gap Implementation Plan in the way the Reef Authority works with Traditional Owners • Continue to improve Traditional Owner involvement through the permission system • Formal governance committee engagement (including Reef Advisory Committees, TUMRA Steering Committees) • Reef Joint Field Management Program — Indigenous Partnership Strategy • Reef 2050 Plan.
<p>5 Financial governance and sustainability of programs</p> <p>The Reef Authority's ability to effectively flex in response to increases or decreases in funding (resources) and to make informed decisions when committing resources in both the short and longer-term to the delivery of programs that protect and enhance the health of the Reef.</p>	<p>Chief Operating Officer</p>	<ul style="list-style-type: none"> • Long-Term Financial Strategy and Plan • Financial management reporting • Financial reporting framework implementation • Portfolio planning and performance approach • Corporate planning process.
<p>6 Inability to effectively influence policy and legislation</p> <p>The Reef Authority plays a central role in driving policy and regulation at a federal and state level. The inability to influence and coordinate stakeholders and partners in developing an effective 'whole-of-government' approach has significant potential implications for the Reef and for the Reef Authority.</p>	<p>General Manager Strategic Policy and Partnerships</p>	<ul style="list-style-type: none"> • External engagement and communication on key programs, plans and proposals • Formal governance framework engagement • Blueprint update • Reef 2050 Plan implementation • Communications Strategy 2021–24 • Reef Joint Field Management Program — Compliance Program • Reef 2050 Integrated Monitoring and Reporting Program and Outlook Report (including synthesis and reporting).

Risk and description	Risk owner	Controls
7 Project execution Failure to deliver major projects on scope, on time and within budget.	General Manager Major Projects	<ul style="list-style-type: none"> • Reef Authority's Enterprise Program Management Office (ePMO) processes, oversight and reporting • Specific project management committees • Agile ways of working rollout • Long-Term Financial Strategy and Plan • Portfolio planning and performance approach • Reef Joint Field Management Program • Reef HQ Aquarium Master Plan implementation • Crown-of-Thorns Starfish Control Program implementation • Douglas Shoal Remediation Program procurement plan.
8 Innovation and technology enablement Failure to adopt technology that enables pollution reduction.	Chief Operating Officer	<ul style="list-style-type: none"> • Information Communications Technology (ICT) Strategy • Agile ways of working rollout • Reef 2050 Integrated Monitoring and Reporting Program.
9 Ability to execute change The Reef Authority's ability to drive improvement in service outcomes and to adopt a performance culture.	Chief Operating Officer	<ul style="list-style-type: none"> • ICT Strategy • Agile ways of working rollout • Culture Champions network • People Services Roadmap • Leadership development projects including 360 feedback and development of a People Strategy, Capability Development Strategy and Leadership Development program.
10 Reliance on third parties for delivery of core services The Reef Authority is reliant on third parties for both funding and delivery of services that are integral to deliver core obligations and programs of work. The Reef Authority relies on funding committed through partnerships.	General Manager Major Projects	<ul style="list-style-type: none"> • Reef Joint Field Management Program • Reef HQ Master Plan • Property management and maintenance services • Douglas Shoal Remediation Program • Crown-of-Thorns Starfish Control Program.
11 Cyber threats Loss of data and systems arising from unauthorised access to and use of the Reef Authority's systems and data.	Chief Operating Officer	<ul style="list-style-type: none"> • ICT Strategy • Cybersecurity protocols and Information Security Manual • ICT cloud and cyber security training • ICT Incident response plan, Security risk management plan.
12 Preventable safety/wellbeing event The nature of activities that the Reef Authority engages in poses an ongoing risk to those who work, visit or are located in the vicinity of our facilities and work environments, as well as through exposure to members of the public.	Chief Operating Officer	<ul style="list-style-type: none"> • Dive Operation Manual • Work Health Safety Committee • People Services Roadmap • Major program specific Work Health Safety mitigation strategies, including Reef HQ, Douglas Shoal and crown-of-thorns starfish • Reef Joint Field Management Program — Risk strategy • Work Health Safety reporting framework — to EMG and Audit and Risk Management Committee.

Risk mitigation

Our risk management framework

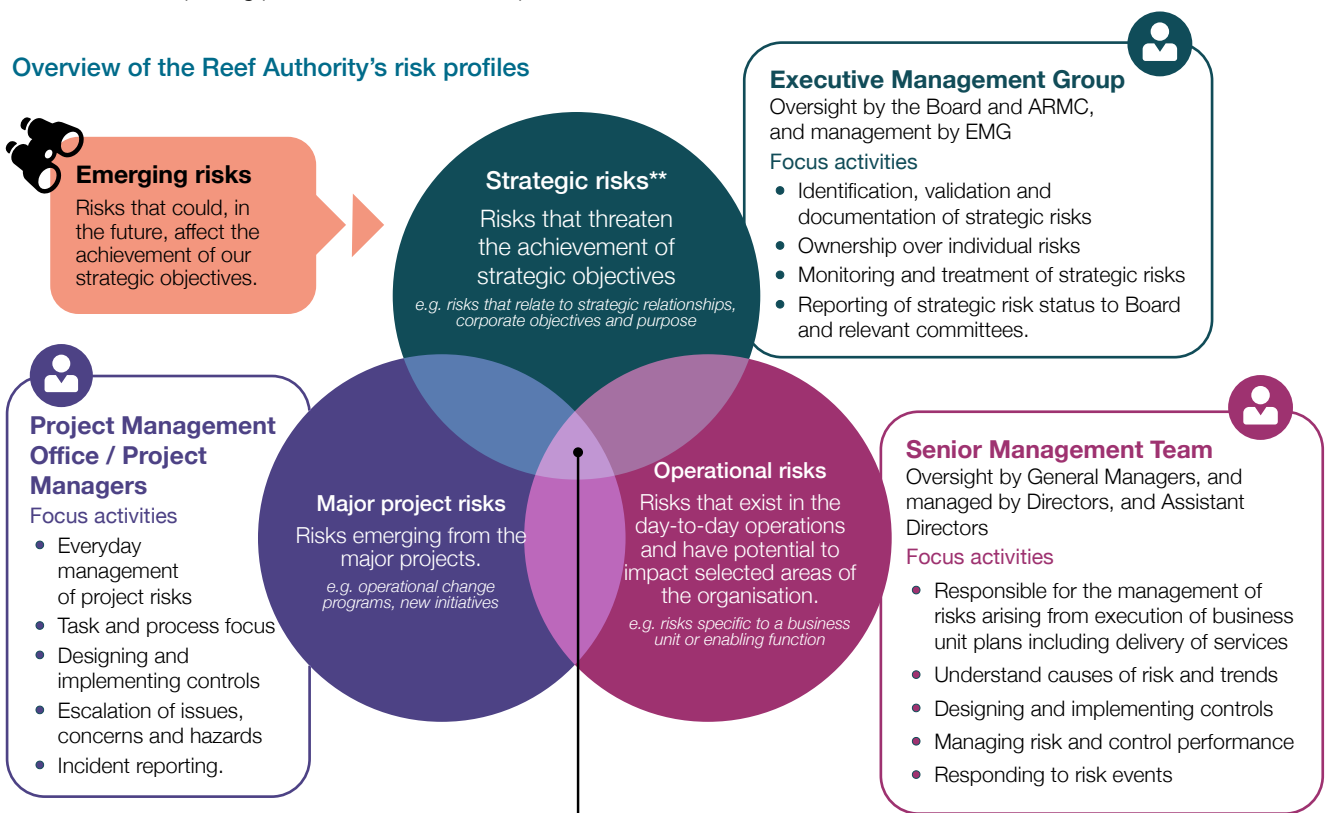
The Reef Authority recognises risk management as a critical component of good regulatory and corporate governance, and has established a risk management framework consistent with the principles and processes of the Australian and international risk management standards.

The Reef Authority's risk management framework is administered in accordance with the requirements of the Commonwealth Risk Management Policy, and is operationalised internally through a policy, a guideline, escalation and reporting processes, tools and templates.

The policy and framework explain the Reef Authority's risk management approach, its risk criteria and appetite, and articulates the responsibilities all workers have for the effective management of risk.

The maturity of the Reef Authority's risk management framework is independently verified on a regular basis through participation in Comcover's Risk Management Benchmarking Program, and assurance of its internal control environment is sought through internal review and auditing.

Overview of the Reef Authority's risk profiles



Strategic, operational and major project risks can overlap

Operational and major project risk can be elevated where there is potential to impact the whole organisation and hence the achievement of strategic objectives, is of interest to the Board and EMG.



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

Our capability

It is our privilege and responsibility to protect and manage the natural wonder that is the Great Barrier Reef. Our people are our greatest asset — their expertise, dedication and passion are the key enablers in maintaining the Reef Authority's position at the forefront of Reef Marine Park management.

We will continue to focus on priority functions and invest in the capability development of our people, to ensure we are an agile and responsive organisation.

We will also continue to advance transformative initiatives 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

As part of our ongoing commitment to evolve our operations, we have developed the Reef Authority's Strategic Workforce Plan 2021–26, which is aligned to the Australian Public Service (APS) Strategic Workforce Plan. Our Workforce Plan identifies the challenges for the Reef Authority and identifies a series of actions to align the Reef Authority with the one public service ethos. The Workforce Plan takes the next strategic step in building on The Great Barrier Reef Marine Park Authority 2020's three core elements to sharpen the Reef Authority's focus, ensure we are more agile and invest in our people for future challenges.

The Workforce Plan focuses on the five key elements of the APS Strategic Workforce Plan to continue to build a response public service and to position the Reef Authority to be a high-performing organisation.

By taking overt actions, we can continue 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.

The Reef Authority's Enterprise Agreement expired in early 2021. Staff of the Reef Authority voted in favour of a determination in accordance with subsection 24(1) of the *Public Service Act 1999* in lieu of bargaining for a new enterprise agreement. This means current conditions will be retained for a further three years and remuneration and allowances will be adjusted as per the Workplace Relations Policy 2020.

Adopting the agile ways of working model is helping us to respond faster to changing stakeholder requirements, improve communication and collaboration across teams, better align resources to the things that matter the most, identify and minimise duplication, and streamline our processes to meet stakeholder expectations. It is also helping to empower our people, and reduce waste and bureaucracy.

The Culture Champion network is passionate about positive change in the workplace and is working with other staff to further embed our culture. Using the Reef Authority journey map and visualisation workshops, our leadership group continue to support their staff through the agency's transformation journey. These combined initiatives will support us to connect across the agency and deliver on our shared purpose.



GBRMPA Culture



Work, health and safety

We are committed to the safety of our staff and will continue to drive initiatives to further improve our work, health and safety (WHS) processes. This will enable the Reef Authority to be more responsive to safety incidents and risk management matters.

Our new program, under the banner of “safety by choice, not chance”, aims to prevent workplace incidents. This reflects a shift from reactive WHS to a more proactive stance. Using information feeds and simplified reporting the Reef Authority seeks to have all staff engaged and actively seeking to improve how safety is applied within the workplace.

Improvements in reporting will support the adoption of a strategic approach to monitoring and evaluating WHS metrics, for dissemination to the relevant stakeholders, in order to inform subsequent decision-making.

Relevant positions within the Reef Authority are developing comprehensive workplace health and safety management and administration systems and processes. A commercial off-the-shelf work, health and safety management system is currently being procured for use across all elements of the Reef Authority.

Reconciliation Action Plan

The Reef Authority is proud of our relationships and agreements with Aboriginal and Torres Strait Islander peoples to manage and protect their Sea Country. The Reef Authority is developing our Innovate Reconciliation Action Plan (RAP) with Reconciliation Australia. The Innovate RAP focuses on strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, as well as developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples, and create greater inclusion in our workplace.

Asset management and financial sustainability

The Reef Authority's asset base is heavily focused on the buildings associated with Reef HQ Aquarium. The written down values of major asset categories include \$11.514 million in buildings, \$1.728 million in plant and equipment, \$1.665 million in computer software, and \$0.053 million in leasehold improvements.

The Reef Authority uses a lifecycle approach to manage the Reef Authority's assets, underpinned by a strategic management plan.

The Reef Authority has continued the transformational journey to promote financial sustainability and lift the financial maturity of the organisation through contemporary financial systems, support and reporting includes technology, business process improvement and culture aspects. The Reef Authority will also use its sustainability strategy to continue improvements in its own environmental performance.

The Reef Authority is also exploring systems to manage the operational and maintenance requirements for assets, including those at Reef HQ Aquarium.



Staffing statistics

Headcount



Previous
30 June 2021
246

Current
30 June 2022
257

Staffing allocation



Proposed
2023-24
255

Proposed
2024-25
255

Diversity and equality



Men
35.41%

Women
64.59%



Aboriginal and Torres
Strait Islander peoples
5.45%



Identify with a
disability
1.17%



Men in
executive roles
10.12%

Women in
executive roles
13.23%



Employees
under 30
7.00%



Employees
over 55
16.34%



Average age
of employees
45

Retention

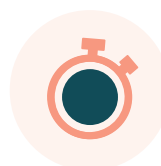


Over 10 years
of service
35.10%

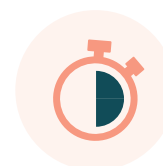


Average years
of service
8

Flexibility



Full-time
89.11%



Part-time
10.89%

Infrastructure

Head office

The Reef Authority is currently in temporary office accommodation and is in the planning stages to move to a more permanent location, that will be in close proximity with Reef HQ Aquarium. The Reef Authority is looking at ways to maximise the use of technology, sustainability initiatives, increase collaboration, and better support staff. Recognising the way people work is changing, so the Reef Authority has engaged expert consultants to capture ideas for the design of the new offices and assist with the change management process. In the meantime, we are considering options to cater for our increase in staffing resulting from the increase in our funding to 2030.

Regional offices

The Reef Authority has offices placed in locations across Queensland and Canberra to support our in-field presence, and connections with communities, Aboriginal and Torres Strait Islander peoples, government agencies, non-government organisations, industry, science and research bodies and education facilities.

Reef HQ Aquarium

By the end of the financial year of 2023–24, our \$80 million upgrades to key parts of Reef HQ Aquarium will have delivered a global destination of excellence for tropical coral reef education, including potentially providing career pathways and traineeship programs for Aboriginal and Torres Strait Islander peoples, hands-on experiential learning areas, conference rooms, and advanced coral propagation facilities.

Reef HQ will provide the local, regional and international community (primary, secondary and tertiary students, visitors from all walks of life) a modern and dynamic aquarium, delivering an enriching experience with new exhibits and interactive technology, offering immersive educational and scientific opportunities through technology and as a Reef STEM hub. The facility will grow the education and nature-based tourism market in Townsville and provide avenues for building Indigenous capacity and for corporate social responsibility programs.

Vessels

The Reef Joint Field Management Program is essential for delivering the Reef Authority's key in-field operations, including conservation actions, interventions, monitoring, incident response, engaging with Great Barrier Reef World Heritage Area users and upholding compliance. The Program will ensure that 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. Vessel capability is managed through the Reef Joint Field Management's rolling five-year business strategy.

The Program will maintain a vessel fleet of around 21 vessels. The composition of the fleet has changed to support the Program's expansion and delivery of more field activity across the World Heritage Area, guided by the five-year vessel replacement program. In construction is a new 20-metre barge that will replace the current 11.9-metre barge *Island Ranger* in Townsville and a new 11.3-metre compliance-focused vessel will be based in Rosslyn Bay.

The Program 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. Notably this capability was enhanced further in 2021 with delivery of the Program's second 24-metre vessel, the *Reef Resilience*. These two purpose-built vessels are now being simultaneously deployed in the northern and southern regions of the Great Barrier Reef.



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 that will enable it to provide available, reliable, accessible, and scalable services. This has begun with the digital transformation activities focused on foundational and core ICT services. Enabling cloud-based core services aligns with our principles to get the basics right and provide the building blocks to build out modern, reliable and secure ICT services. This allows scalable capacity for the Reef Authority to invest in machine learning, artificial intelligence and advanced analytics to accelerate innovation in the Marine Park management.

We consider these capabilities as 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.

The Reef Authority has set a clear direction in acknowledging the advantage of whole-of-life costs associated with procuring software packages and minimising the customisation over the bespoke in-house built solutions. This applies to software used in both the internal systems for supporting our day-to-day operations, as well as systems supporting external clients.

We will adhere to mandated whole-of-government standards and services when the opportunity arises for replacement, or choice of product and service. Wherever possible and appropriate we will also leverage capacity, learnings and services from other government agencies.

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 are also lifting our cyber security literacy through all staff mandatory training and a continual adherence to the Essential Eight Maturity Model. The Reef Authority continues to commit to ensuring the systems and services for which it is responsible are secure and protected, with individuals and businesses data privacy ensured.

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.

Achieving our purpose

Delivery strategies and implementation plans

Description	2022–23 Initiatives
<p>The Aboriginal and Torres Strait Islander Heritage Strategy for the Great Barrier Reef Marine Park is the Reef Authority's long-term plan to strengthen protection for Aboriginal and Torres Strait Islander Reef heritage.</p> <p>The Strategy has three major outcomes:</p> <ol style="list-style-type: none"> 1. Keep heritage strong: respect, recognise and protect the connection of Aboriginal and Torres Strait Islander peoples with the Reef. 2. Keep heritage safe: protect Indigenous heritage values through Reef Authority processes. 3. Keep heritage healthy: partner with Traditional Owners and others in Reef management. 	<ul style="list-style-type: none"> • Implement identified options to increase co-management with Great Barrier Reef Traditional Owners. • Support more Traditional Owner-led Sea Country values mapping projects. • Implement the cultural heritage referral framework. • Continue to strengthen and expand the Traditional Use of Marine Resource Agreements Program.
<p>The Communication Strategy 2021–24 guides the Reef Authority's communication, marketing and engagement efforts, ensuring all communication activity is informed by market intelligence and aligns with corporate priorities.</p> <p>The strategy focuses on overarching themes and messages to unify and strengthen our voice, and includes an overarching campaign to provide an umbrella for the Reef Authority to showcase our work, celebrate partners and engage and inform stakeholders and the public.</p> <p>Thematic implementation plans and an annual roadmap support the overarching corporate communication strategy.</p>	<ul style="list-style-type: none"> • Implement the planned activities and priority projects within the Communication Strategy for 2022–23. • Implement the Reef Authority program brand. • Further develop the cross-cutting 'hero campaign' through a partnership plan, including sharing campaign collateral to amplify the Reef Authority's voice.
<p>The Corporate Services Enabling Framework provides a roadmap of initiatives that are being developed and implemented to improve service delivery and ensure the Reef Authority can achieve its objectives.</p> <p>To ensure our business systems and processes align to current and future business needs, the Framework will prioritise initiatives that enable delivery of services that are modern, user focused and compliant.</p>	<ul style="list-style-type: none"> • Develop a service delivery model that details the range of services available and the required service performance levels. • Drive ongoing sustainability by managing our existing and new infrastructure footprint. • Deliver a new range of corporate reporting driven by cross-functional data analytics that supports effective evidence-based decision-making. • Undertake a program of red tape reduction initiatives that improve the internal user experiences. • Implement the Reef Authority Sustainability Strategy.

Description	2022–23 Initiatives
<p>The goal of the Crown-of-thorns Starfish Control Program is to protect coral habitat from crown-of-thorns starfish predation by culling starfish to maintain numbers below ecologically sustainable levels. The Program is being implemented under the Reef Authority’s Crown-of-thorns Starfish Strategic Management Framework that sets out the long-term approach to reduce outbreak impacts on the Great Barrier Reef.</p> <p>The Reef Authority’s responsibilities under the Program are to identify the priority reefs that are targeted for crown-of-thorns-starfish control, manage two contractors, and whole-of-program data analysis and management. The Program is funded through to 2030 and the Reef Trust Partnership to September 2022. Additional funding provided through the Reef Protection Funding Package will allow the program to continue on-water operations until 2029–2030.</p>	<ul style="list-style-type: none"> • Identify priority reefs for crown-of-thorns starfish control in 2022–23 to maximise the efficacy of surveillance and culling operations and evaluate results for Program outcomes. • Undertake a new approach to market for crown-of-thorns starfish vessel contractors standing offer panel for services to June 2030. • Enhance engagement with and participation of Traditional Owner groups and explore opportunities for greater inclusion in crown-of-thorns starfish control delivery. • Engage with Torres Strait Regional Authority to coordinate crown-of-thorns starfish management in the far northern area of Great Barrier Reef and Torres Strait.
<p>The Permissions System sets the priorities and strategic direction for achieving improved streamlining and risk-based permit decisions and compliance actions, including critical linkages and dependencies with other key management strategies such as the Policy and Planning Strategic Roadmap, <i>Reef Joint Field Management Program Business Strategy 2021 to 2025</i>, and the <i>Aboriginal and Torres Strait Islander Heritage Strategy</i>.</p> <p>Effective regulation of permitted activities under the Zoning Plan 2003 in the Great Barrier Reef Marine Park is critical to provide for the long-term protection of the environment, biodiversity, and heritage values of the Great Barrier Reef Region.</p> <p>Complementary management arrangements and joint permitting bridges areas of Commonwealth and state jurisdictional uncertainty and provides a streamlined process for applicants to enable sustainable use of the World Heritage Area. The effect of this is that a single application typically results in a single assessment and, if granted, a single permit with one or more permissions, granted by both the Reef Authority and Queensland Parks and Wildlife Service delegates.</p>	<ul style="list-style-type: none"> • Permit application assessment and compliance decisions made in accordance with the Permission System Service Charter and supporting tourism industry recovery. • Improved automation of electronic processes, forms and templates.
<p>The Policy and Planning Strategic Roadmap will deliver a proactive, contemporary, and risk-based approach to Marine Park policy, planning and regulation that will better protect key values and enable ecologically sustainable use for a changed and changing Reef.</p> <p>The Reef Authority’s Policy and Planning Strategic Roadmap has five key themes: Knowledge, Risk, Traditional Owners, Tools and Resilience.</p> <p>The Reef Authority received an increase in funding for the next eight years for “world-class innovative management” to accelerate delivery of more efficient, agile and effective risk-based resilience management of the Reef.</p>	<ul style="list-style-type: none"> • Streamline and coordinate regulatory changes to enable world-class innovative management. • Modernise the Reef Authority’s Marine Park management policies. • Implement the Tourism Management Action Strategy. • Deliver improvements on key management tools, including education and plan of management support materials. • Develop management options for a resilience network.

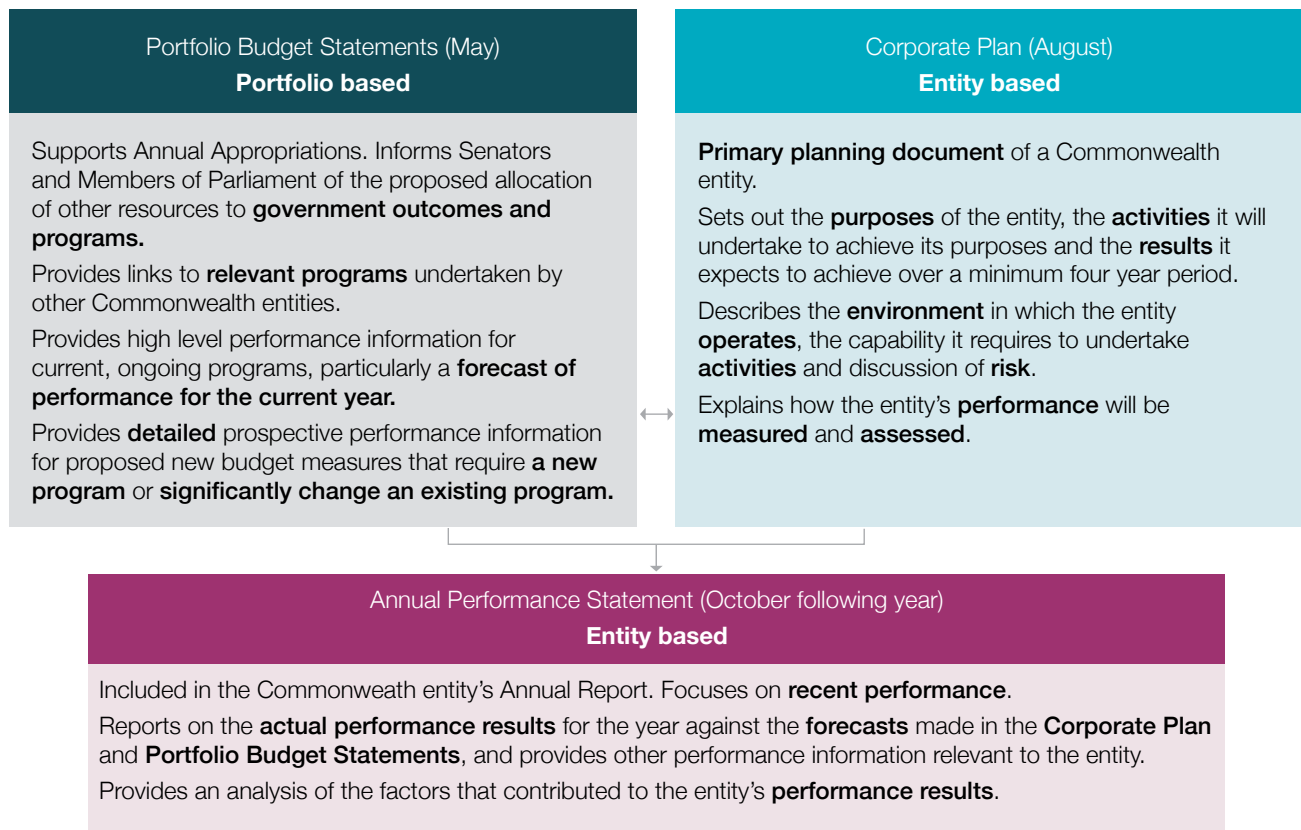
Description	2022–23 Initiatives
<p>The Reef 2050 Integrated Monitoring and Reporting Program is an initiative to bring together monitoring information about the Reef, how people access and use the Reef, and the pressures affecting it.</p> <p>The Program has two main purposes. The first is to enable timely and suitable responses by Reef managers and partners to emerging issues and risks. The second will evaluate whether the Reef 2050 Plan, the overarching strategy for the Reef, is on track to meet its objectives.</p> <p>The Great Barrier Reef Outlook Report is a statutory report, delivered every five years, which examines the Great Barrier Reef's health, pressures, and future long-term outlook. Work on the next report, due mid-2024, is now underway. The next report will be the first online Outlook Report.</p>	<ul style="list-style-type: none"> • Implementation of the planned activities and priority projects within the Annual Business Plan 2022–23. • Upgrade the Reef Knowledge System to a new platform and launch online decision support and data visualisation tools to facilitate resilience-based management. • Preparation and synthesis of evidence for the <i>Great Barrier Reef Outlook Report 2024</i>.
<p>The Reef Education and Engagement Implementation Plan 2021–2025 articulates how the Reef Authority will enhance Reef resilience through education, engagement, and partnerships. The Reef Authority's commitment to education and partnering with Reef-dependent industries and communities is targeted at encouraging Reef stewardship action, creating lifelong ambassadors for the Reef, and enabling inter-generational change. The Care, Learn, Act, Share, and Steward pillars are foundational to the Reef Authority's flagship education and engagement initiatives.</p>	<ul style="list-style-type: none"> • Facilitation of Outreach Reef Education programs through innovative applications of technology to students of all ages across Australia and the world. • Reef Guardian Schools program 20th anniversary celebrations. • Development and provision of Reef education materials targeting students at all stages of learning (foundational to tertiary). Including Sea Country Connections — Reef Beat teaching and learning resources. • Training and capacity building within Reef-dependent industries and communities that enables Reef stewardship actions to be taken, including Master Reef Guides, Eye on the Reef, and High Standard Tourism Operator programs. • Supporting delivery and promotion of Reef Guardian Council collective actions to address Reef threats. • Specialist assistance into the educational and cultural enrichment of the visitor experience as part of the delivery of Reef HQ Aquarium Master Plan implementation. • Delivery of an extended Tourism Industry Activation and Reef Protection Initiative.
<p>Reef HQ Aquarium Master Plan implementation will see the redevelopment of the facility. This is a keystone project within Townsville's Waterfront Priority Development Area and supports the Townsville 2020 vision to create world-class experiences to drive economic growth through new investment and greater tourism spending. Since December 2019, the Australian Government has invested \$80.1 million for the transformation of Reef HQ Aquarium. This includes \$40 million under the Townsville City Deal to make the Aquarium the global centre of excellence for tropical coral reef education. We have already delivered COVID-19 Relief and Recovery Fund funding of \$2.6 million for the upgrade and maintenance to the animal life support systems and \$5.005 million to improve visitor access and experience.</p>	<ul style="list-style-type: none"> • By the end of the financial year, deliver an integrated design and begin construction to deliver on the intentions of the funding to address critical safety and compliance issues, upgrade exhibits, refresh visitor experience and establish ReefHQ Aquarium as the global centre of excellence in tropical coral reef education.

Description	2022–23 Initiatives
<p>The Reef Joint Field Management Program Business Strategy 2022 to 2026 (the Program) is focused on ensuring its continued evolution to effectively deliver on the nine outcomes to mitigate threats to the Great Barrier Reef World Heritage Area values as identified in the <i>Great Barrier Reef Intergovernmental Agreement 2015</i>. This includes an overarching strategy for increasing the complexity and mutual value in partnerships with Traditional Owners — Aboriginal and Torres Strait Islander peoples.</p> <p>The Program operates under five priorities to deliver nine outcomes:</p> <ol style="list-style-type: none"> 1. Delivering conservation actions 2. Checking for change 3. Responding to incidents 4. Welcoming people 5. Upholding compliance. <p>The Program provides a constant field presence to protect and build resilience for the Great Barrier Reef, islands and species within the World Heritage Area.</p>	<ul style="list-style-type: none"> • Implementation of the planned activities and priority projects within the <i>Reef Joint Field Management's Annual Business Plan 2022–23</i> to protect the World Heritage Area's primary values from threats, build resilience for the Reef, islands, and species, and support tourism and recreation opportunities. Intended short-term outputs have been identified along with performance indicators to evaluate success. • The Annual Business Plan also commits the Reef Joint Field Management Program to working with First Nations People to increase and strengthen both informal and formal partnerships with Traditional Owners. A key deliverable of the Annual Business Plan is to implement the Traditional Owner Partnerships Strategy.

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, as detailed below.



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 objectives and delivery strategies, as previously identified within this Plan.

In this section, performance information for each objective comprises:

- Corporate results – statement of the impact, difference or outcome we want to achieve.
- 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, including major projects, plans, systems and programs.

The Reef Authority is continuing to review and improve our performance information. As a result, some performance criteria in Objectives 2, 3 and 4 have been updated, or added.

Great Barrier Reef Outlook Report

The Outlook Report is published every five years and is an evidence-based report, which looks at the Reef's health, management, pressures and likely future. Outlook reports are a regular and reliable means of assessing the overall performance of all measures to protect and manage the Great Barrier Reef.

Linking to the Portfolio Budget Statements performance information

The performance information identified in the 2022–23 Portfolio Budget Statements is identified below:

Outcome 1	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.*	
Strategic Results	Performance measures	Planned Performance Results
The Reef is protected	Percentage of allocated short-term actions that are 'on track' or 'completed' in the <i>Aboriginal and Torres Strait Islander Heritage Strategy for the Great Barrier Reef Marine Park</i> .	75 per cent
	Proportion of Policy and Planning Strategic Roadmap agreed actions for 2022–23 that are either 'on track' or 'completed'.	85 per cent
Sustainable use of the Reef	Proportion of Reef Joint Field Management Program annual business plan targets achieved or with significant progress 2022–23.	85 per cent
The Reef is understood	Priority knowledge gaps are identified and understood.	The Reef Authority promotes the Science Information Needs Framework to key stakeholders (70 per cent / 10 key stakeholders). The number of priority knowledge gaps being addressed increases each financial year (with a target of a 10 per cent increase annually).
	Implementation of the five-year Reef 2050 Integrated Monitoring and Reporting Program Business Strategy that defines activities to support resilience-based management and enable progress reporting against the Reef 2050 Plan.	Progress on the Reef 2050 Reporting Framework and its implementation, in accordance with the Reef 2050 Integrated Monitoring and Reporting Program's 2022-23 Annual Business Plan.
	Proportion of participants that 'strongly agree' or 'agree' that participating in initiatives delivered as part of the Reef Education and Engagement Implementation Plan 2021–2025: <ul style="list-style-type: none"> • Inspires the audience to care about the Great Barrier Reef (Care). • Increases the audience's knowledge and understanding about the Great Barrier Reef (Learn). • Encourages/motivates the audience to take environmental/sustainable actions (Act). • Encourages/motivates the audience to share their learning and experiences with others (Share). • Encourages/motivates the audience to take actions that enhance Reef resilience (Steward) 	Care – 80 per cent Learn – 80 per cent Act – 75 per cent Share – 60 per cent Steward – 60 per cent

* The outcome statement in the Portfolio Budget Statements is the same as the Reef Authority's purpose statement, on page 8 of this Plan.

1 Objective

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

Corporate result 1.1 – Expert knowledge is shared

Relates to Portfolio Budget Statement strategic result – The Reef is understood

Criteria 1.1.1

Percentage of key decision-makers that understand the key threats to the Reef, and are implementing actions to address those threats.

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
100%	Maintain			

Rationale	<p>The Reef Authority has identified the following key policy areas that make decisions on managing, reducing or avoiding significant threats to the Reef. Queensland Government: Queensland Parks and Wildlife Service (Marine Parks); Department of Environment and Science (Office of the Great Barrier Reef and Coastal Planning); and Department of Agriculture and Fisheries. Australian Government: Department of Climate Change, Energy, the Environment and Water; Department of Industry, Science, Energy and Resources; Australian Maritime Safety Authority; and National Indigenous Australians Agency.</p> <p>An annual survey will be conducted to determine if the identified agencies are aware of the top threats to the Reef as outlined in the Reef Authority's 2019 Outlook Report, and are implementing actions to address those threats. This will demonstrate the Reef Authority has effectively engaged, and shared our expert knowledge with those agencies.</p>
Data	Collected through surveys or one-on-one interviews, with results reported annually.
Delivery strategies	Communications Strategy 2021–24, Reef 2050 Integrated Monitoring and Reporting Program.

Criteria 1.1.2

Number of identified key partner / stakeholder groups formally briefed by Chief Scientist.

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
11	Maintain or improve			

Rationale	The Reef Authority has engaged a Chief Scientist to be the trusted voice for the Reef, with the role recognised as an official source of knowledge and advice on Reef health and management. The Chief Scientist has identified 13 key partner / stakeholder groups that are priorities for at least one briefing (noting each partner / stakeholder group could receive multiple briefings).
Data	Captured through file notes and reported quarterly.
Delivery strategies	Communications Strategy 2021–24.

Criteria 1.1.3

Improvement in the trust level sentiment score through sample survey of stakeholders.

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
8.4	Maintain	Maintain or improve		

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. The original trust level sentiment score, conducted in 2016 was 6.6 and in 2020–21 it was 7.4.
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	Communications Strategy 2021–24.

Corporate result 1.2 – Expert knowledge is used

Relates to Portfolio Budget Statement strategic result – The Reef is understood

Criteria 1.2.1

Proportion of active policies, strategies and position statements that address High or Very High risks to the Reef as identified in 2019 Outlook Report.

Result	Targets			
2021–22	2022–23	2023–24	2024–25	2025–26
60%	70%	75%	*To be advised	*To be advised

Rationale	An annual inventory of active policies, strategies and position statements will identify if the Reef Authority is making decisions and/or influencing management responses that align with expert knowledge synthesised in the 2019 Outlook Report. Note this does not include corporate policies or strategies.
Data	Collected and reported annually by the Reef Authority through informal reporting. *Targets for 2024–25 and 2025–26 will be revised following the release of 2024 Outlook Report.
Delivery strategies	Reef 2050 Integrated Monitoring and Reporting Program, Policy and Planning Strategic Roadmap.

Criteria 1.2.2

Cumulative number of citations, of the 2019 Outlook Report in other publications.

Result	Targets			
2021–22	2022–23	2023–24	2024–25	2025–26
47	Increasing trend			

Rationale	The Reef Authority’s Outlook Report synthesises and publishes information pertaining to Reef health, threats to the Reef and Marine Park management. A positive result of the Reef Authority sharing its knowledge is that findings of the Outlook Report are cited in other publications.
Data	Scopus citation count.
Delivery strategies	None applicable.

2 Objective

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

Corporate result 2.1 – Strategies and rules for a resilient Reef are made

Relates to Portfolio Budget Statement strategic result – Sustainable use of the Reef

Criteria 2.1.1

The percentage of tailored permit assessment decisions completed within the service charter commitment timeframe.

Result	Targets			
2021–22	2022–23	2023–24	2024–25	2025–26
33%	80%	Maintain or improve		

Rationale	The permissions system service charter outlines the Reef Authority's commitments to implementing the permission system, including assessment and decisions timeframes, post approval monitoring, auditing and compliance functions. Improvements in meeting these commitments reflect improvements in streamlining processes and reductions in administrative burden for permit holders.
Data	Analysed quarterly through Reef Management System permits database.
Delivery strategies	Permissions System.

Criteria 2.1.2

Proportion of agreed actions on track or completed in the tools stream of the Policy and Planning Strategic Roadmap.

Result	Targets			
2021–22	2022–23	2023–24	2024–25	2025–26
85%	80%	Maintain		

Rationale	In managing the Great Barrier Reef Marine Park, the Reef Authority needs to ensure that its tools are agile, understood and streamlined. The Policy and Planning Strategic Roadmap focuses the Reef Authority's efforts in this regard to ensure a resilient Reef ecosystem into the future.
Data	Analysed quarterly through internal reporting processes.
Delivery strategies	Permissions System, Policy and Planning Strategic Roadmap.

Criteria 2.1.3

Review and update Reef Blueprint, and publish on the Reef Authority's website.

Result	Targets			
2021–22	2022–23	2023–24	2024–25	2025–26
Reviewed and updated	Published	Not applicable	Not applicable	Not applicable

Rationale	The Reef Authority has revised the <i>Great Barrier Reef Blueprint for Resilience</i> to set the strategies and actions to effectively target current and emerging threats to the Reef's resilience out to 2030.
Data	Not applicable, this is an output measure.
Delivery strategies	Not applicable.

Criteria 2.1.4

The cost of managing permissions.

* Note maintaining costs includes indexing relative to CPI

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
New measure	Maintain*			

Rationale	The Reef Authority is committed to providing cost-effective management of Marine Park permissions through increased efficiency and effectiveness. One way of demonstrating this is to measure the costs of managing permissions over time. Managing permissions includes the assessment of and decision on whether to grant permissions, transfer of permission, variations of conditions, compliance with any conditions of a permission and related system support and upgrades. It is a relative measure with corporate costs, for example lease and payroll administration, excluded.
Data	Collected through Reef Management System database and Technology One Enterprise suite.
Delivery strategies	Permissions System.

The Reef Authority is committed to improve the accountability and transparency of regulator performance; share best practice; build regulator capability and drive a culture of regulator excellence.

For our 2022–23 Corporate Plan, to ensure the Reef Authority remains accountable and transparent, and supports the core elements of regulator best practice, we will include performance information in respect of our regulatory functions, with reference to the best practice principles.

Corporate result 2.2 – Rules for a resilient Reef are followed

Relates to Portfolio Budget Statement strategic result – The Reef is protected, sustainable use of the Reef

Criteria 2.2.1

(a) Number of offences detected in the Marine Park per year.

(b) The number of high and very high-risk offences.

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
(a) 1467 (b) 803	Both (a) and (b) decreasing trend			

Rationale	The Reef Joint Field Management's 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. The compliance tools range from communication and education, to targeted compliance operations and prosecutions.
Data	Collected through the Compliance Risk Management Plan and Reef Joint Field Management Annual Report.
Delivery strategies	<i>Reef Joint Field Management Program Business Strategy 2021 to 2025</i> , Permissions System.

Criteria 2.2.2

Number of planned compliance days completed.

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
970	1000	Reach or exceed target		

Rationale	The Reef Joint Field Management Program 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. Compliance operations also provide a very effective means of directly engaging with and educating users of the World Heritage Area. The delivery of an effective surveillance program is directly connected to achieving the purpose of the Reef Authority and the objectives of the Great Barrier Reef Marine Park Act. It should be noted that the Program's capacity to delivery dedicated compliance days can be impacted by responses to natural or human derived disasters.
Data	Collected quarterly through the Field Reporting System.
Delivery strategies	<i>Reef Joint Field Management Program Business Strategy 2021 to 2025</i> .

Criteria 2.2.3

Risk levels of Marine Park offence categories.

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
Very High = 4 High = 10 Medium = 16 Low = 7	Maintain or improve			

Rationale	Annually the Reef Authority assesses the risk of illegal activities in 37 offence categories by evaluating treatments (such as surveillance and education), analysing statistic trends, and understanding available intelligence. The aim of the compliance program is to reduce the risk of non-compliance in each of these offence categories. Monitoring the trend of risks in each offence category is an indicator of the effectiveness of the compliance program in having Marine Park users follow the rules. It indicates the risk that non-compliance is having on values of the Great Barrier Reef World Heritage.
Data	Reef Joint Field Management Program Annual Report. As a comparison, the results for the 2020-21 risk assessment of 37 illegal or non-compliant activities were: Very High = 4, High = 13, Medium = 14, Low = 6.
Delivery strategies	Reef Joint Field Management Program Business Strategy 2021 to 2025, Permissions System.

Corporate result 2.3 – Management for a resilient Reef

Relates to Portfolio Budget Statement strategic result – The Reef is protected

Criteria 2.3.1

Crown-of-thorns starfish densities are at sustainable levels at actioned reefs.*

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
87%	Maintain or improve			

Rationale	The Crown-of-thorns Starfish Control Program monitors and protects coral by culling crown-of thorns starfish numbers down to ecologically sustainable levels on reefs of high ecological and economic value in the Great Barrier Reef Marine Park.
Data	Collected through the Eye on the Reef System, and analysed through Crown-of-thorns Starfish Control Program reporting. * Cull sites. For example, of 213 target reefs, it is likely 100–120 will be 'actioned' to reduce crown-of-thorns starfish below sustainable thresholds.
Delivery strategies	Crown-of-thorns Starfish Control Program.

Criteria 2.3.2

The Reef Authority has implemented and reported on the performance indicators to deliver conservation actions; check for change; and respond to incidents.

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
Results published in the Reef Joint Field Management Annual Report				

Rationale	The Reef Joint Field Management Program operates under five priorities to deliver the nine Intergovernmental Agreement outcomes. The three priorities identified support management initiatives for a resilient Reef.
Data	Collected by the Australian and Queensland governments and reported on in the Reef Joint Field Management Annual Report and Annual Report Summary.
Delivery strategies	Reef Joint Field Management Program Business Strategy 2021 to 2025, Reef 2050 Integrated Monitoring and Reporting Program.

3 Objective

Enhancing Reef resilience through partnerships, collaboration and education.

Corporate result 3.1 – Educating others about the Reef

Relates to Portfolio Budget Statement strategic result – The Reef is understood

Criteria 3.1.1

- (a) Annual number of Reef Authority website users.
- (b) Total reach of unique users on social media channels.
- (c) Annual number of Reef HQ Aquarium website users.
- (d) Total reach of Reef HQ Aquarium Facebook users.

Result	Targets			
	2021–22*	2022–23	2023–24	2024–25
(a) 538,215	(a) 500,000	Maintain		
(b) 260,758	(b) 3,115,000			
	(c) 41,000			
	(d) 280,000			

Rationale	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 website page views. Our social media channels are an essential tool to gain initial interest on matters relevant to the Reef, share information, and direct followers to our website, validating the consumer brand, increasing recognition and recall. The Reef Authority will continue to refresh information and provide contemporary and engaging content with the aim of measuring the total reach of unique users who see Reef Authority content and messages on our social media channels.
Data	Data: www.gbrmpa.gov.au and www.reefHQ.com.au, Twitter, Great Barrier Reef Marine Park Authority and Reef HQ Great Barrier Reef Aquarium Facebook, Instagram, LinkedIn, Google Data Studio, Social Status, and Google Analytics 4. Benchmark reporting for 2022–23 will be implemented as the Reef Authority integrate Google Analytics 4 from Universal Google Analytics. The targets above reflect this change. The Reef Authority shifted engagement analytics to total reach metrics to align with the evolving digital landscape. Note: Due to the closure of Reef HQ Aquarium, a decrease of website visitation is expected. Reef HQ Aquarium will undergo a major website redevelopment project in 2022–23, where metrics may change. * The results for 2021–22 were measured using the Criteria 3.1.1 in the Corporate Plan 2021–22.
Delivery strategies	Communication Strategy 2021–24.

Criteria 3.1.2

The proportion of Reef Guardian initiatives delivered through their action plans that address risks to the Reef.

Result	Targets			
	2021–22	2022–23	2023–24	2024–25
Reef Guardian councils 89.5% Reef Guardian schools 25.25%	Maintain or increase			

Rationale	If the Reef Authority has worked effectively with our Reef Guardian council 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	Collected annually through Reef Guardian Action Plan reporting, and the Reef ED portal.
Delivery strategies	Education and Engagement Implementation Plan 2021–25.

Criteria 3.1.3

Participants who successfully complete Reef Education programs, or training and capacity building activities, provide feedback that the program or activity was highly beneficial education or training.

Result	Targets			
2021-22	2022-23	2023-24	2024-25	2025-26
98%	Maintain or increase			

Rationale	Formal Reef Education is focused on students in foundational to tertiary stages of learning. Training and capacity building initiatives are provided to partners, Reef-dependent communities and industry. If we have facilitated effective Reef education, training or capacity building, participants or their supervisors will rate the activities as a highly beneficial education or training product.
Data	Surveys conducted post facilitation by the Reef Authority, provided to either students or their supervisors.
Delivery strategies	Education and Engagement Implementation Plan 2021-25, Reef HQ Aquarium Master Plan implementation.

Corporate result 3.2 – Partnering with others to care for the Reef

Relates to Portfolio Budget Statement strategic result – Sustainable use of Reef.

Criteria 3.2.1

Organisations or institutions that the Reef Authority has established partnerships with, rate the partnership outcomes as 'highly impactful' to support the care, protection and management of the Reef.

Result	Targets			
2021-22	2022-23	2023-24	2024-25	2025-26
96%	Maintain or increase			

Rationale	The Reef Authority has established impactful and mutually beneficial partnerships through Traditional Use Marine Resources Agreements (TUMRAs), Indigenous Ranger groups, Reef Guardian councils, Marine Monitoring Program (TropWater and Australian Institute of Marine Science), Great Barrier Reef Foundation, Master Reef Guides (Association of Marine Park Tourism Operators, Tourism Events Queensland), Ecotourism Australia and EarthCheck where the partnership is mutually beneficial and delivers positive outcomes for the Reef.
Data	Annual partnership satisfaction survey conducted by the Reef Authority.
Delivery strategies	<i>Aboriginal and Torres Strait Islander Heritage Strategy</i> , Reef Education and Engagement Implementation Plan 2021-25, <i>Reef Joint Field Management Program Business Strategy 2021-25</i> .

Criteria 3.2.2

Percentage of Marine Park coastline covered by Traditional Owner agreements.

Result	Targets			
2021-22	2022-23	2023-24	2024-25	2025-26
43%	43%	Maintain or increase		

Rationale	Traditional Use of Marine Resources Agreements (TUMRAs) describe how Great Barrier Reef Traditional Owners work in partnership with the Australian and Queensland governments to manage traditional use activities on their Sea Country. Indigenous Land Use Agreements are agreements about the use and management of land and waters that are made between one or more native title groups and other people or parties. The Reef Authority is currently working with Traditional Owner groups to develop new TUMRAs, and it is expected that the percentage target above will increase in the future.
Data	Based on number of 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</i> , Policy and Planning Strategic Roadmap.

4

Objective

Supporting a high-performing organisation.

Corporate result 4.1 – Operational excellence

Criteria 4.1.1

We work to strengthen our capabilities by further increasing representation of Aboriginal and Torres Strait Islander employees in our workforce.

Targets			
2022–23	2023–24	2024–25	2025–26
5%	Maintain or increase		

Rationale	5% yearly targets set by the Australian Public Service Commission for representation of Aboriginal and Torres Strait Islander employees.
Data	Annual statistics informed by the Reef Authority Aurion system.
Delivery strategies	Corporate Services Enabling Framework.

The Criteria for 4.1.1 has changed from the 2021-22 Corporate Plan – this is a new measure for 2022-23.

Criteria 4.1.2

We deliver to budget while working to improve the financial sustainability of the Reef Authority by enhancing our understanding of the financial challenges and exploring potential solutions.

Result	Targets			
2021–22	2022–23	2023–24	2024–25	2025–26
Target met	Spend aligns to Portfolio Budget Statement allocations			

Rationale	Through forward budget planning, project planning, setting milestones and informative and analytical reporting against these indicators, the Reef Authority will be able to make data driven decisions on resource allocations achieving value for money outcomes.
Data	Portfolio Budget Statement, Annual Report, Great Barrier Reef Marine Park Authority Internal Financial System and Great Barrier Reef Marine Park Authority's Long-Term Financial Plan.
Delivery strategies	Annual budget, Financial Management Strategy.

Criteria Criteria 4.1.3

We are enhancing our platforms and tools to provide innovative and fit for purpose outcomes. We readily adapt to new priorities and tasks.

Result	Targets			
2021–22	2022–23	2023–24	2024–25	2025–26
82%	Maintain or increase			

Rationale	Australian Public Service Employee Census results relating to overall Readily adapting to new priorities and tasks are continually improving or are above 80% positive rating.
Data	Annual Australian Public Service Commission's employee census results which are used to collect confidential attitude and opinion information from employees on important issues in the workplace. The survey is administered by the Australian Public Service Commission and provides insight into employees' views about the Australian Public Services, their agency, and their workplace.
Delivery strategies	Corporate Services Enabling Framework.

Corporate result 4.2 – Delivery excellence**Criteria 4.2.1**

We work to transform our ways of working to ensure our resources and systems can support staff to deliver our program of work while remaining responsive to change and customer expectations. Our overall performance.

Result	Targets			
2021–22	2022–23	2023–24	2024–25	2025–26
80%	Maintain or increase			

Rationale	Annual Australian Public Service Commission's employee census results which are used to collect confidential attitude and opinion information from employees on important issues in the workplace. The survey is administered by the Australian Public Service Commission and provides insight into employees' views about the Australian Public Services, their agency, and their workplace.
Data	The Annual Australian Public Service Employee Census results.
Delivery strategies	Corporate Services Enabling Framework.



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