



Australian Government

Great Barrier Reef
Marine Park Authority

CORPORATE PLAN 2021-22



Statement of preparation

I, Josh Thomas, as the Accountable Authority of the Great Barrier Reef Marine Park Authority, present the Authority's Corporate Plan 2021-22, which covers reporting periods 2021-22 to 2024-25, 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 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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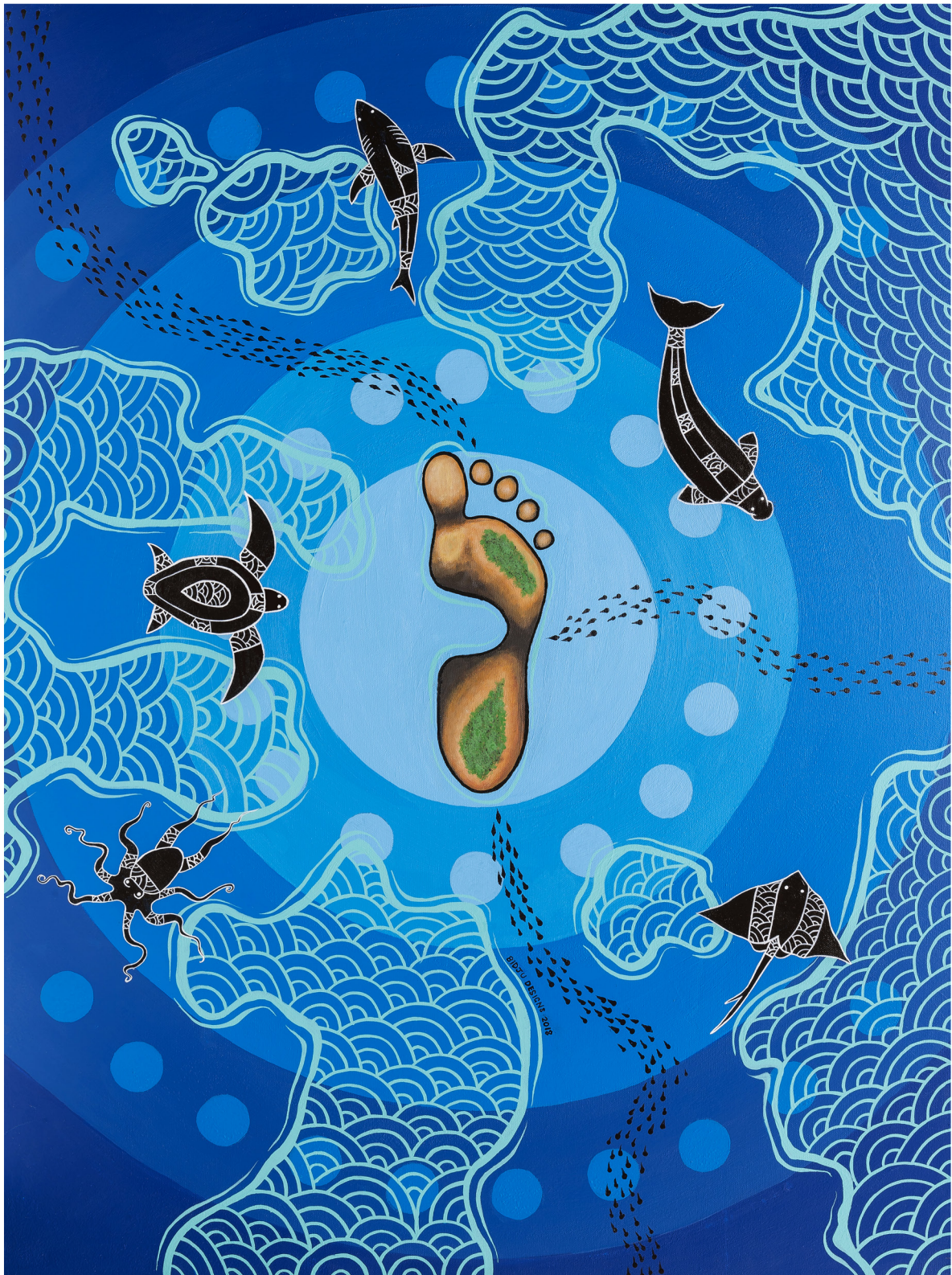
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Traditional Owner Acknowledgment

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 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)

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The Great Barrier Reef at a glance

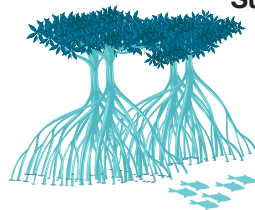
The **world largest coral reef ecosystem**, about **10% of the world's coral reef ecosystems**

Sea Country home for the **Aboriginal and Torres Strait Islander peoples**, for more than **70 Traditional Owner groups**

Approximately **2300km in length**, and covers **344,400km²** in area

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

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



About **150 inshore mangrove islands**



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

Approximately **3000 coral reefs**

Approximately **600 continental islands**

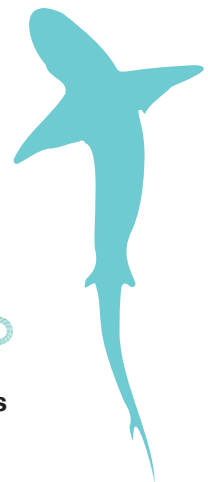
1625 species of fish, including **1400 coral reef fish**

133 varieties of sharks and rays

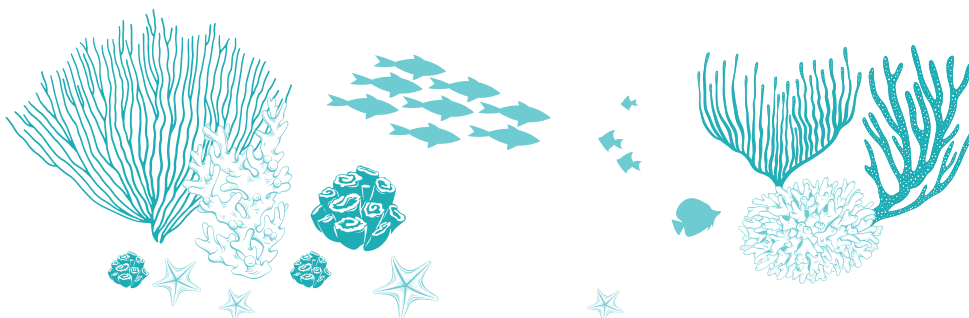
Approximately **300 coral cays**



500 species of worms



More than **100 species of jellyfish**





Chairman's opening statement

The iconic Great Barrier Reef (the Reef) is truly one of nature's most stunning ecosystems. This vast and beautiful reef ecosystem is the largest in the world. It sits at the heart of the Australian national identity and is one of the world's best-loved natural icons.

The Reef is the Sea Country home for many Aboriginal and Torres Strait Islander peoples with more than 70 Traditional Owner clan groups whose connections date back more than 60,000 years. The Reef benefits many local communities, and Australians more broadly, who derive cultural, social, recreational and economic benefits from the Reef.

It is a World Heritage Site, inscribed for its outstanding universal value. The Reef is not only a valuable environmental and cultural asset, it is also an important economic asset, contributing billions of dollars annually to the Australian economy and providing tens of thousands of full-time jobs.

There is no question that the Reef is under pressure from escalating and severe threats, and its health is deteriorating. The impacts from climate change are already evident, with marine heatwaves causing three mass coral bleaching events over a four-year period from 2016 to 2020. Other impacts are also being felt, including cyclones, floods, and outbreaks of crown-of-thorns starfish.

Yet the Reef remains resilient and has shown the ability to recover from impacts in the past. However effective recovery can only happen if disturbance-free periods are long enough, as demonstrated by the increased level of coral cover reported in the 2020 AIMS Long Term Monitoring Program.

The Great Barrier Reef Marine Park Authority (the Authority) takes a resilience-based management approach to the Great Barrier Reef Marine Park, which is risk-based, adaptive, agile and future-focused. Reducing threats at all levels, global, Reef-wide, regional and local, together with sustainable, effective management actions to improve the Reef's health, recovery and resilience, are critical. To this end the Authority's board continues to set its strategic direction in accordance with the *Great Barrier Reef Marine Park Authority Act 1975*, guided by the best available science along with advice from Traditional Owners, industry and Reef users.

As an independent statutory Authority responsible for the management and protection of the Reef, we advise and support the Minister for Environment by delivering Australian Government policies and programs.

The Authority welcomes the decision by the World Heritage Committee to not place the Great Barrier Reef on the World Heritage 'in-Danger' list.

The Authority understands the Reef is under pressure and more work needs to be done, and our endeavours in the coming year will be informed by the updated *Reef 2050 Long-Term Sustainability Plan* (Reef 2050 Plan), the *Great Barrier Reef Blueprint for Resilience* and the *Great Barrier Reef Outlook Report 2019*.

It's our great privilege to manage this natural wonder, and we're deeply committed to its preservation and protection.

We continue to work with the Australian and Queensland governments, Traditional Owners, scientists, industry and the community to drive actions for a more resilient Reef.

Dr Ian Poiner
Chairperson



Chief Executive's foreword

As the Australian Government's lead management agency for the Great Barrier Reef Marine Park, it is our privilege and responsibility to protect and manage the Great Barrier Reef (the Reef).

The World Heritage Committee decided at its 44th Session to not place the Great Barrier Reef on the World Heritage 'in-Danger' list, commenting on Australia's solid effort and considerable investment in protecting the Reef. The World Heritage Committee noted that an 'in-Danger' listing would be premature and recommended a Reactive Monitoring Mission be undertaken.

This demonstrates support for our strong and adaptive management approach and further strengthens our resolve to safeguard our Reef for current and future generations.

While the Authority and its partners have a strong record of managing this internationally-acclaimed natural wonder, we know the Reef is under increasing pressure, predominantly from climate change, and its health is deteriorating.

Now more than ever the work we do in collaboration with all levels of government, Traditional Owners, our partners and stakeholders in industry and science is critical to improving the health and resilience of the Reef.

We will continue working with the Australian Government to address the World Heritage Committee's recommendations agreed at its 44th meeting.

Key to this is implementing the Australian and Queensland governments updated Reef 2050 Plan. This includes further development of the Reef 2050 Integrated Monitoring and Reporting Program. The Authority is leading this collaborative program, which will drive our adaptive management approach and track the effectiveness of actions under the Reef 2050 Plan.

Work to transform our policy, planning and regulatory approach will further strengthen our adaptive management capability by delivering the policy and regulatory settings needed to ensure we remain an efficient regulator into the future.

Finalising the five-year rollout of our expanded Reef Joint Field Management Program is another priority, one we are implementing with our Queensland Government partners. This will enhance our conservation, monitoring and compliance capabilities as well as increase our presence across the vast 348,000 square kilometers of the Great Barrier Reef World Heritage Area.

Since closing in February, our national education centre, Reef HQ Aquarium, has continued its extensive upgrade with an extra \$40 million announced for the project through the Cities Deal. This brings the total Australian Government investment to upgrade the 32-year-old facility to \$80 million. It is an exciting opportunity that will enable us to continue to educate visitors, as well as national and international audiences, about the Reef and actions everyone can take to protect it.

We are progressing work to keep Aboriginal and Torres Strait Islander heritage safe and strong, with options being explored to increase co-management arrangements with Traditional Owners. Expansion of the Traditional Use of Marine Resources Agreement program is underway.

Our people underpin the important work the Authority does, and enable our world-class leadership in reef management. Enhancing our organisational performance to become more agile and responsive is a key priority for us over the coming year. We are committed to building a strong, cohesive culture and investing in staff development. Lastly and very importantly, we are committed to keeping all staff safe and have captured this through our "Safety by choice, not chance" program.

As we continue to urge the global community to take strong action on climate change to protect not only the Great Barrier Reef, but the world's coral reef ecosystems, the Authority encourages people to 'See the Reef, love the Reef and protect the Reef'.

Building on previous corporate plans, our focus for 2021-22 remains steadfast on improving the resilience and health of the Reef.

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

The Authority reports to the Australian Government Minister for the Environment and advises the Minister on a range of matters relevant to protecting and managing the Great Barrier Reef (the Reef). Our work includes day-to-day management, development and implementation of policies, plans and programs to protect biodiversity, build capacity through partnerships and education, and synthesise knowledge to guide innovation and adaptive management of the Reef.

Culture

Staff are integrating the 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 Authority has commenced a multifaceted program for staff involving leadership support underpinned by competencies such as agile ways of working. We will establish an Integrity Committee that will ensure we remain a professional workforce with high standards of integrity and that we are supporting Culture Champions who are passionate about positive change in the workplace and are working with other staff to further embed our culture. These combined initiatives will support us to connect across the agency, and deliver on our shared purpose.



Our strategic objectives



The Great Barrier Reef (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 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 2021-22 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 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, and track the effectiveness of actions under the Reef 2050 Plan.

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 people, local, state, and Australian government agencies, Reef-dependent industries, schools, community groups, and the public more broadly.

These programs aim to genuinely collaborate, raise awareness, influence best practice, foster innovative actions, build a sense of collective responsibility to care, and empower others to contribute to Reef protection and resilience.

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.

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 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 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.

Our 2021-22 work plan



Vision

A healthy Great Barrier Reef for future generations	The Reef is healthy
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Strategic results

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.	The Reef is protected
	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 support a resilient Reef	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 32 to 41)

<i>Aboriginal and Torres Strait Islander Heritage Strategy for the Great Barrier Reef</i>							○		
Communication Strategy 2021-2024	○						○		
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						○	○		
<i>Reef Joint Field Management Program Business Strategy 2021 to 2025</i>				○	○		○		

Our approach to planning and reporting

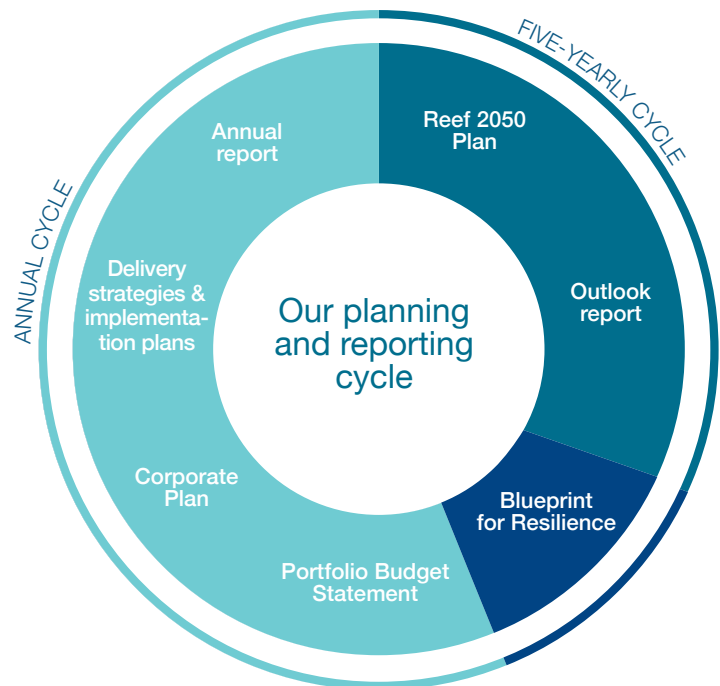
Planning approach

When setting the Authority's strategic direction, or developing programs or strategies, the 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 Authority
- key partnership strategies.

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

- **Reef 2050 Plan** provides a framework for the Australian and Queensland governments to work together to protect the Great Barrier Reef.
- **Great Barrier Reef outlook reports** (outlook reports) provided to the Minister every five-years, provide an assessment of the health, use, risks, resilience, current management, values, and long-term outlook for the Great Barrier Reef Region.
- **The Blueprint for Resilience** signals the actions the 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.
- The **Portfolio Budget Statement** together with the corporate plan complement each other to provide a consistent performance story, with the aim of a clear line-of-sight from vision to action and outcomes. The Portfolio Budget Statement informs members of the parliament, senators and the public of the proposed allocations of resources to government outcomes by entities within the portfolio.
- The **corporate plan** sets the Authority's strategic direction for the next four-years, and outlines our purpose, key activities and performance criteria against intended results.
- **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 Portfolio Budget Statement and corporate plan.



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
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 objective 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 in relation to the environment and protection of world heritage. The Marine Park Act sets out the 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.*

Organisational legislation

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

Achieving our purpose

Delivery strategies and implementation plans

Description	2021-22 Initiatives
<p>The Aboriginal and Torres Strait Islander Heritage Strategy for the Great Barrier Reef Marine Park is the 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 Authority processes. 3. Keep heritage healthy: partner with Traditional Owners and others in Reef management. 	<ul style="list-style-type: none"> ▪ Identify options to increase co-management with the Indigenous Reef Advisory Committee and Traditional Owners. ▪ Supporting Traditional Owners to lead Sea Country values mapping projects. ▪ Cultural heritage referral framework established. ▪ Strengthening and expanding the Traditional Use of Marine Resource Agreements Program.
<p>The Communication Strategy 2021-24 will guide the Authority's communication, marketing and engagement efforts over the next three years, ensuring all communication activity is informed by market intelligence and aligns with corporate priorities.</p> <p>The strategy will provide an increased focus on overarching themes and messages to unify and strengthen our voice, and will include an overarching campaign to provide an umbrella for the Authority to showcase our work, celebrate partners and engage and inform stakeholders and the public.</p> <p>Thematic implementation plans are being developed to support the overarching corporate communication strategy.</p>	<ul style="list-style-type: none"> ▪ Finalise the communications strategy. ▪ Implementation of the planned activities and priority projects within the <i>Communication Strategy for 2021-22</i>. ▪ Finalise and implement the Reef Authority program brand. ▪ Implementing a cross-cutting 'hero campaign' which leverages partnerships to amplify the 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 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.

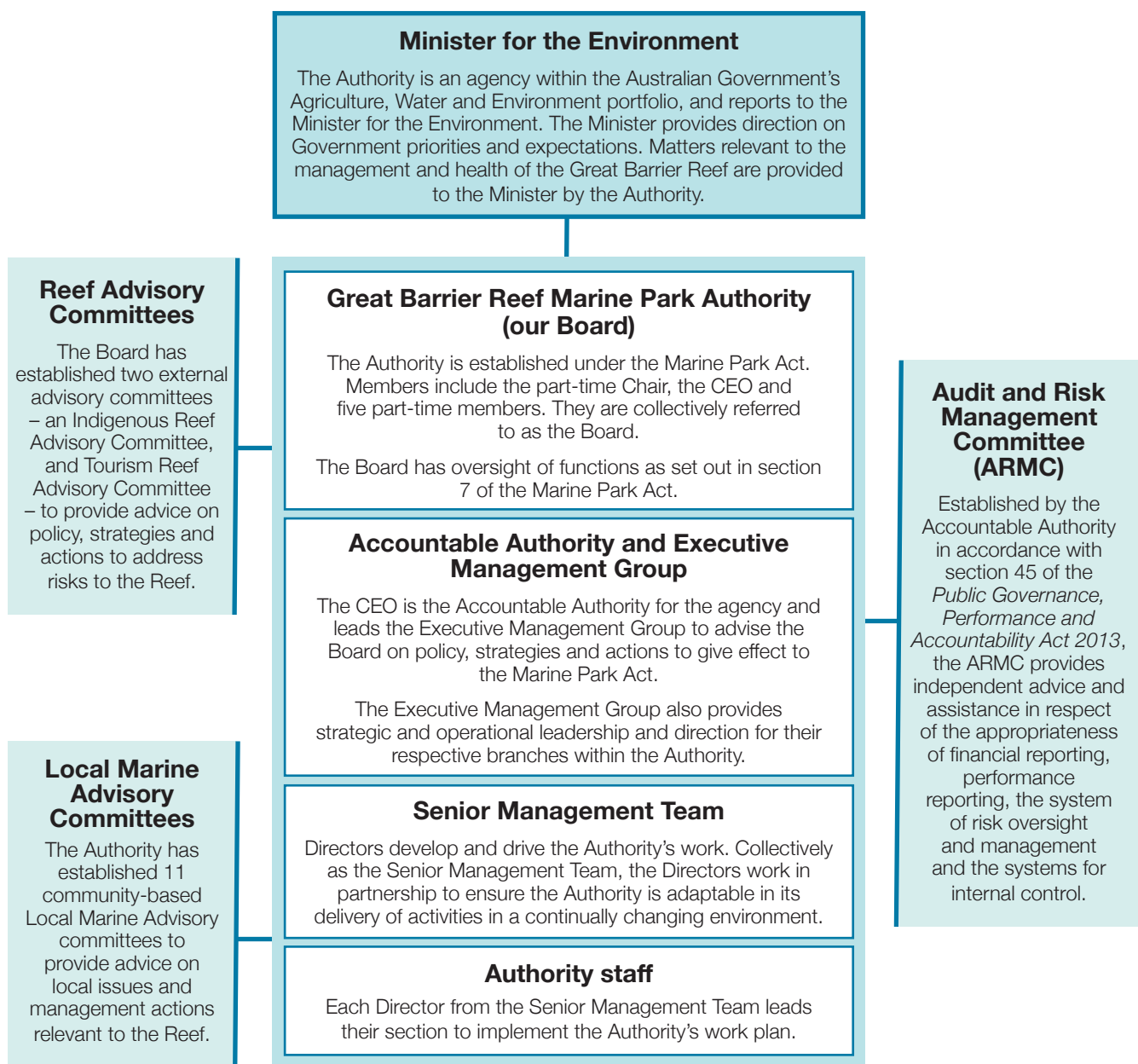
Description	2021-22 Initiatives
<p>The goal of the Crown-of-thorns Starfish Control Program is to protect coral habitat from Crown-of-thorns starfish (COTS) predation by culling starfish to maintain numbers below ecologically sustainable levels.</p> <p>The Authority's responsibilities under the Program 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 the Reef Trust Partnership to September 2022.</p>	<ul style="list-style-type: none"> ▪ Identify priority reefs for COTS control in 2021-22 to maximise the efficacy of COTS culling operations. ▪ Deliver the Annual Work Plan to guide the on-water delivery of the Program. ▪ Analyse COTS Program data to evaluate and report Program outcomes.
<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 State and Commonwealth 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 Authority and Queensland Parks and Wildlife Service delegates.</p>	<ul style="list-style-type: none"> ▪ Permit application assessment and decisions made in accordance with the Permission System Service Strategy. ▪ Improved automation of electronic processes, forms and templates. ▪ Permit application risk assessment procedure reviewed and jointly approved by the Authority and the Queensland Department of Environment and Science.
<p>The Policy and Planning Strategic Roadmap has been developed to focus the Authority's efforts to deliver a proactive, contemporary, and risk-based approach to Marine Park policy, planning and regulation that will protect key values and enable ecologically sustainable use for a changed and changing Reef.</p> <p>The Authority's Policy and Planning Strategic Roadmap has been prepared under five key themes: Knowledge, Risk, Traditional Owners, Tools and Resilience.</p> <p>The Authority received funding through the 2021-22 Federal Budget to undertake a comprehensive review of the existing charging structure in place for the Great Barrier Reef Marine Park. This review will consider the components of the Australian Government's Charging Framework and the current Environmental Management Charge.</p>	<ul style="list-style-type: none"> ▪ Develop new policies for key priorities; finalise the Tourism Management Action Strategy; and commence formal review of the Managing Tourism Permissions (Latency, Allocation and Tenure) policy. ▪ Deliver improvements on key management tools and education resources, including notifiable instruments for all no anchoring areas and plan of management support materials. ▪ Develop options for implementing management actions to support a network of resilient reefs.

Description	2021-22 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>	<ul style="list-style-type: none"> ▪ Implementation of the planned activities and priority projects within the Annual Business Plan 2021-22. ▪ Deliver through the Reef Knowledge System new online tools including a dashboard for an illegal fishing risk tool and Eye on the Reef for tourism operators.
<p>The Reef Education and Engagement Implementation Plan 2021-2025 articulates how the Authority will enhance Reef resilience through education, engagement, and partnerships. The 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.</p> <p>The Plan's education and engagement objectives around Care, Learn, Act, Share, and Steward, aims to strengthen established education and engagement programs and initiatives.</p> <p>The Plan identifies the signature Authority Reef Education and Engagement initiatives and provides a metric to report outcomes from the activities.</p>	<ul style="list-style-type: none"> ▪ Facilitation of planned actions and priority initiatives identified within the <i>Reef Education and Engagement Implementation Plan 2021-22</i>. Intended outcomes have been identified along with performance metrics to evaluate success. ▪ Delivery of Reef Education programs and supporting materials targeting students at all stages of learning (foundational – tertiary). ▪ Delivery of training and capacity building within Reef-dependent industries and communities that enables reef stewardship actions to be taken. ▪ Collaboration and co-design with Traditional Owners to ensure cultural heritage is acknowledged, understood and recognised in the redevelopment of Reef HQ Aquarium.
<p>Reef HQ Aquarium Masterplan Implementation will see the redevelopment of Reef HQ Aquarium. 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 have invested \$40.1 million in the refurbishment of Reef HQ Aquarium. Under the Townsville City Deal, we received a further and final \$40 million to fully implement the Reef HQ Aquarium, making it the global education centre for the Great Barrier Reef. We have already delivered COVID-19 funding of \$2.6 million for the upgrade and maintenance to the animal life support systems.</p>	<p>By October 2023:</p> <ul style="list-style-type: none"> ▪ Deliver \$26.9 million of capital works that relate to demolition, replacement and upgrade to ageing infrastructure at our 34-year-old facility. ▪ Deliver COVID-19 funding of \$2.6 million for the upgrade and maintenance to the animal life support systems. ▪ Deliver \$5 million from the COVID-19 Relief and Recovery Fund for a modern new facade, and a new admissions and foyer area to enhance visitor accessibility at the Aquarium. ▪ Deliver \$5.6 million for upgrades to exhibits, to refresh the visitor experience. ▪ Deliver \$40 million in establishing the Reef HQ Aquarium as the global education centre for the Great Barrier Reef.

Description	2021-22 Initiatives
<p>The Reef Joint Field Management Program Business Strategy 2021 to 2025 (the Program) is responsible for planning and executing field operations in the Commonwealth and State marine parks (including Commonwealth Islands Zones) and on island national parks within the Great Barrier Reef World Heritage Area (WHA).</p> <p>In 2021-22 the Program will enter the fifth and final year of a five-year expansion which commenced in 2017-18 following the five-year periodic review of the Program. Joint Australian and Queensland government base funding has doubled across the five years, from around \$17 million to over \$38 million, with a commensurate 62% increase in staff from 115 to 187 people and a fleet of vessels.</p> <p>The Program operates under five priorities to deliver nine outcomes identified in the Great Barrier Reef Intergovernmental Agreement 2015 and mitigate threats to the World Heritage Area values:</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>These priorities are delivered in the context of increasing partnership activities with Traditional Owners and Aboriginal and Torres Strait Islander peoples.</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 2021-22</i> to protect the World Heritage Areas 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.

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.



Over the next four years, the Authority will strengthen its approach to cooperation and relationships, and embed our approach through existing and revised strategies, plans and processes. This will be done by adopting an engagement framework to guide delivery of activities and initiatives in work conducted across the Authority.

Now and into the future, our stakeholders will continue to be informed about the Reef's management and health, and work the Authority is undertaking, as we share information through our social media channels, websites, newsletters, reports and other publications.

We understand the value in providing opportunities to exchange information and collaborate to support development and delivery of our strategies, programs and initiatives. We will continue to manage and/or contribute to various committees, working groups, conferences, and public events.



Formal partnership arrangements

The *Great Barrier Reef Intergovernmental Agreement* (IGA) was entered into by the Australian and Queensland governments in 1979. 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

Memorandums of understanding (MoU's) articulate the mutually agreed expectations for cooperation or sharing of information. These MoU's 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 Agriculture, Water and the Environment; Parks Australia, and the Australian Institute of Marine Science.
- Queensland Government – Department of Environment and Science through Queensland Parks and Wildlife Service to deliver Crown-of-thorns Starfish Control Program reconnaissance as part of the Reef Joint Field Management Program and Queensland Department of Agriculture and Fisheries for compliance activities.
- Local Governments – various local councils to deliver action plans under the Reef Guardian Councils Program, and Townsville City Council for Reef HQ façade design street art.
- 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 entities – Ecotourism Australia and EarthCheck to support delivery of our High Standard 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, Commonwealth Scientific and Industrial Research Organisation.
- Queensland Government – Department of Agriculture and Fisheries – use of electronic 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, University of New South Wales.

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 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.
- We have 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 to deliver on other work programs

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

Some key initiatives where we collaborate include:

- 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
- 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 an international icon that is valued, used and appreciated by people from around the globe. While the World Heritage status of the Reef generates significant public debate, there has been recognition that the Reef is among the best-managed marine environments anywhere on the planet. The Authority seeks to protect the Reef from key threats, of which climate change is the most serious and pervasive. Limiting climate change is critical to the health of coral reef ecosystems world-wide. The conditions in which corals have thrived for millions of years are changing at a pace faster than corals are adapting. Pressure on the Reef is increased by the other major threats of land-based run-off, coastal development, and some aspects of direct human use (such as illegal and unsustainable fishing).

While coral reefs make up about 14 per cent of the Reef, they are the best-known part of the ecosystem and provide habitat for an enormous variety of plants and animals. Marine heatwaves in the summers of 2016, 2017 and 2020 resulted in mass coral bleaching events. Coral cover has declined significantly over the past 40 to 50 years through a combination of successive cyclones, crown-of-thorns starfish outbreaks, mass bleaching events, and poor water quality, combined with insufficient time for recovery between these disturbances.

Operating within the context of significant ongoing changes in global political, economic, societal, technological and environmental values and systems, the challenges of managing a healthy and resilient Reef have become increasingly complex. While supporting the government's strong focus on Reef intervention activities, the Authority is cognisant of the profound, ongoing impacts of the COVID-19 pandemic on Reef-dependent businesses, including the tourism industry. The Authority is working to support impacted industries through several initiatives, like the recently successful Tourism Activation and Reef Protection Initiative.

The Great Barrier Reef is a place of great significance to its Aboriginal and Torres Strait Islander Traditional Owners who have a unique and continuing connection to their sea country and the traditional resources contained within it. The Authority recognises that establishing effective and meaningful partnerships with Traditional Owners is essential to protect cultural and heritage values, conserve biodiversity and enhance the resilience of the Great Barrier Reef. Through these partnerships with Traditional Owners the Authority continues to evolve, ensuring we remain at the forefront of best practice marine park management.

The Authority recognises the increasingly diverse range of entities investing in Reef protection and research. Incorporating use of technology in the management of the Marine Park, forging strong partnerships and engagement with those entities, and increasing our digital presence is essential in maintaining connection with Australian and international communities. The Authority will continue to be the authoritative voice on matters relating to the Reef; and ensure decision-makers and key stakeholders are influenced by our advice, based on the best available science.

Commercial and non-commercial use of the Marine Park collectively form an important part of the social and economic fabric that supports Australian and international communities. However, all Reef-dependent and non-Reef dependent (only requiring access through the region) activities have the potential to conflict with the long-term protection, conservation and function of the Reef's natural and heritage values. Key activities within the Marine Park requiring continual monitoring and management include shipping and expansion of port infrastructure, marine tourism and recreation, defence activities, recreational fishing, charter and commercial fishing, traditional use, and research and educational activities.

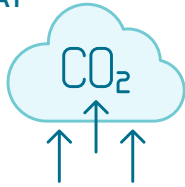
The broadening online connection of Australian and international communities through technology has enabled a rapid transfer of information and ideas. The digital environment provides a platform for a wider range of voices and perspectives on the health, importance and threats to the Reef. It has allowed instant and world-wide reporting on Reef issues by Australian and international media to a larger variety of audiences. The Authority embraces its role in providing trusted, evidence-based information to the public, not only on the state of the Reef, but what it and others can do to help the Reef.

We continue to work together with other Australian and Queensland government agencies, Traditional Owners, industry, community organisations, and individuals to help achieve our vision of '*a healthy Great Barrier Reef for future generations*'.

Key influences

A. Climate change and environment

A1



Increasing global greenhouse gas emissions

A2



Environmental disturbances - mass coral bleaching, cyclones, storms and water quality

A3



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

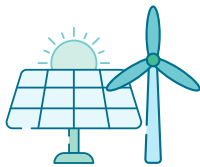
A4



Changes in physical oceanography e.g. ocean temperature

B. International and government

B1



Global and domestic climate change policy and action

B2



Other policy, regulatory and legislative changes

B3



Changes of government

B4



Funding and resources

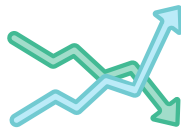
C. Society, Industries and communities

C1



Social licence for Reef related activities

C2



Shifting societal views and behavioural change

C3



Global crisis e.g. COVID-19

C4



Growth and contraction of industries

D. Media and technology

D1



Information and reporting by Australian and international media

D2



Social media

D3



Technological changes in use of the Marine Park

D4



Interventions that improve Reef resilience

Managing our risks

The 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 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 they 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 scientific communities, research funders and stewardship groups to contribute the new knowledge needed to improve the information required for objective risk assessment.

Accordingly, the Authority faces a range of risks, reflecting its responsibilities as a policy adviser, program administrator, world heritage property manager and regulator. The 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 Authority. These risks are regularly monitored to evaluate the effectiveness of identified controls and mitigation measures.

Strategic risks

Risk	Name	Description
1	Reef-wide / regional-scale environmental event(s) including climate change impacts	The ability of the 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.
2	Global events reduce opportunities to enjoy, appreciate and understand the Great Barrier Reef	The Authority operates in a global context and is exposed to a range of significant external events beyond its control which could have significant operational and financial impacts on the Authority. Would include impacts of COVID-19 on tourism and Reef visitation.
3	Strategic direction is out of step with community expectations	Management of the Reef attracts a high-degree of attention and scrutiny from across the global community, including government (Federal and State), public, non-government organisations and other interested stakeholder groups. The Authority should set strategic direction for the Marine Park but needs to balance its policies and practices with community expectations.
4	Unable to adapt to evolving rights and aspirations of Traditional Owners	The 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 that this is an area of increasing focus.
5	Financial governance and sustainability of programs	The Authority's ability to effectively flex in response to increases / 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.
6	Inability to effectively influence policy and legislation	The Authority plays a central role in driving policy and regulation at a State and Federal 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 Authority.



Risk mitigation

Our risk management framework

The 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 standard.

The 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 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 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.



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

Mitigating our strategic risks

Strategic Risk	Key Influences (refer to page 22)	Delivery strategies and implementation plans mitigating the risks									
		Aboriginal and Torres Strait Islander Heritage Strategy for the Great Barrier Reef	Communications Strategy 2021-2024	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 Strategy	Reef HQ Aquarium Masterplan Implementation	Reef Joint Field mAnagement Program Business Strategy 2021 to 2025
Risk 1 - Reef-wide / regional-scale environmental event(s) including climate change impacts	A1, A4, B1, C2,C4, D1, D3, D4	○	○	○	○	○	○	○	○	○	○
Risk 2 - Global events reduce opportunities to enjoy, appreciate and understand the Great Barrier Reef	A2, A3, B2, B3, C1, C2, C3, D3, D4	○			○	○	○	○			○
Risk 3 - Strategic direction is out of step with community expectations	B2, B3, B4, C1, C2, C3, C4, D1, D2, D3, D4	○	○				○	○	○	○	○
Risk 4 - Unable to adapt to evolving (current and future) rights and aspirations of Traditional Owners	B2 B4, C1, C2, C4	○	○		○		○	○	○		○
Risk 5 - Financial governance and sustainability of programs	B2, B4, C3, C4		○	○	○	○	○		○	○	○
Risk 6 - Inability to effectively influence policy and legislation	B2, B3, C2, D1, D2	○	○		○		○		○		○

This table provides a condensed summary of the Authority's Strategic Risk Register.

Our capability

We are a strong, efficient and agile natural resource regulator entrusted by Australia with the responsibility of managing the natural wonder that is the Great Barrier Reef Marine Park. Our people are our greatest asset and Authority staff are committed to maintaining the health and resilience of the Great Barrier Reef, and take pride in their role providing world-leading marine park management.

COVID-19 has impacted our work and shaped the way we do business. The impact on our staff, our partners, stakeholders, and the many visitors we usually welcome to the Reef has been profound. Despite these challenges, the professionalism and commitment of staff has meant the Authority's responsibilities have been met and we will continue to strive to ensure the Great Barrier Reef is healthy and resilient for future generations.

The Authority will continue to advance transformative initiatives to ensure we have better tools, systems, and processes to enhance our capability and deliver on operational and delivery excellence.

Asset management and financial sustainability

The Authority's asset base is heavily focused on the buildings associated with Reef HQ Aquarium. The written down values of major asset categories include \$11.551 million in buildings, \$3.634 million in plant and equipment, \$2.749 million in computer software, and \$0.027 million in leasehold improvements.

We have recently rolled-out software to specifically manage assets from a financial and asset owner perspective. This capability is continuing and will establish a lifecycle approach to manage the Authority's assets, underpinned by a strategic management plan and supported by the new asset management system.

To promote financial sustainability and lift the financial maturity of the organisation through contemporary financial systems, support and reporting, the Authority has embarked on a transformational journey which includes technology, business process improvement and culture aspects.

People

As part of our ongoing commitment to evolve our operations, the Authority will continue to implement the Great Barrier Reef Marine Park Authority's 2020 (GBRMPA 2020) initiative to sharpen the Authority's focus, ensure we are more agile and invest in our people to cope with future challenges.

The three core elements of work under GBRMPA 2020 include:

- Culture: in a cohesive culture we all work towards the same goal. How we behave as individuals and in teams is crucial for us to accomplish our purpose of protecting the Reef.
- Alignment: improving the alignment of our resources to our key priorities will help us to be a more efficient and effective agency.
- Workforce: it is important we have the workforce to deliver now and into the future. The Authority will align its workforce planning to the APS Workforce Strategy 2025, equipping our workforce to tackle immediate and emerging challenges.

The Authority's Enterprise Agreement expired in early 2021. Staff of the 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.

Work, health and safety

The importance of the safety of our staff cannot be underestimated, and we are driving initiatives to further improve our work, health and safety processes. This will posture the Authority to be more responsive to safety incidents and risk management matters. The Authority aspires to be able to prevent workplace incidents through detailed analysis of extant trends and issues and have launched a new program under the banner of "safety by choice, not chance".

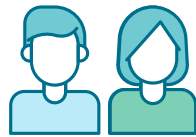
The Authority will augment its efforts in the people capability area through the implementation of refined workplace health and safety reporting and management processes. Relevant positions within the Authority have been engaged to develop comprehensive workplace health and safety management and administration systems and processes. A commercial off-the-shelf work, health and safety management system is currently being examined for use across all elements of the Authority.

Reconciliation Action Plan

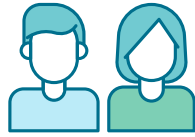
The Authority is proud of its partnership with Aboriginal and Torres Strait Islander peoples and of the opportunities provided to support and protect their Sea Country. The *Reconciliation Action Plan* gives the Authority the time and opportunity to raise awareness and support for further developing our reconciliation program.

Staffing statistics

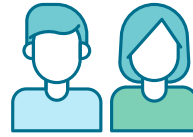
Headcount



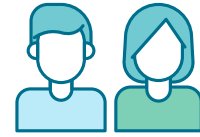
Previous
30 June 2020
(226)



Current
30 June 2021
246



Proposed
2022–23
240



Proposed
2023–24
240

Average staffing levels

Diversity and equality



Women
65.45%



Men
34.55%



Aboriginal and Torres
Strait Islander peoples
4.88%



Identify with a
disability
1.22%



Women in
executive roles
17.48%



Men in
executive roles
11.38%



Employees
under 30
5.28%



Employees
over 55
13.82%



Average age
of employees
45

Retention



Over 10 years
of service
34.15%



Average years
of service
8

Flexibility



Full-time
86.99%



Part-time
13.01%



Infrastructure

Head office

By late 2023, the Authority will move its head office back to be in close proximity with Reef HQ Aquarium. The opportunity this presents cannot be overstated, and we are looking at ways to maximise the use of technology, sustainability initiatives, increase collaboration, and better support staff. Recognising the way people work is changing, the Authority has engaged expert consultants to capture ideas for the design of the new offices and assist with the change management process.

The Authority will continue to work from its Northtown offices at 280 Flinders Street Townsville until the new premises are ready.

Regional offices

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, the Authority has offices placed in locations across Queensland and Canberra.

Reef HQ Aquarium

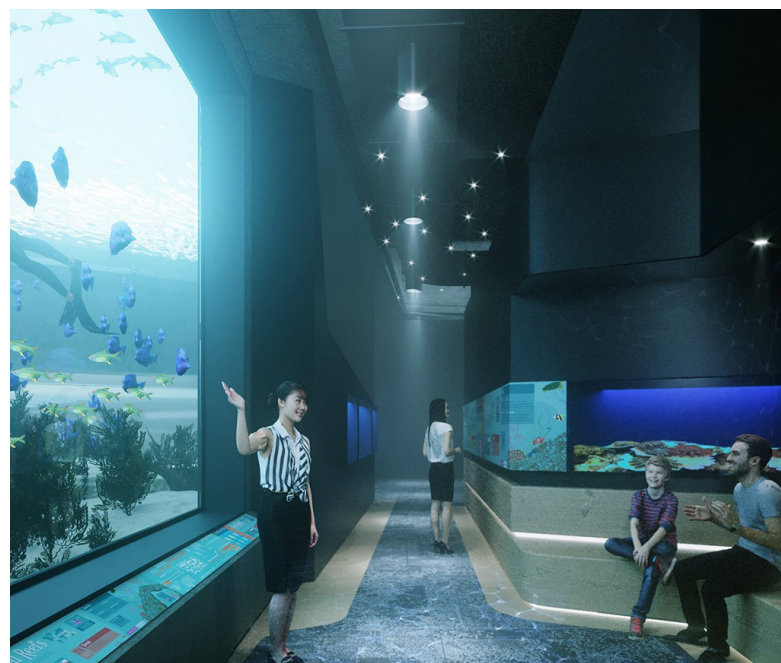
By late 2023, our \$80 million upgrades to key parts of Reef HQ Aquarium will have delivered a global destination for tropical coral reef education including potentially providing career pathways and traineeship programs for Aboriginal and Torres Strait Islander peoples, hands-on experiential learning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

Vessels

The Reef Joint Field Management Program is essential in supporting delivery of the Authority's key activities. Infield operations, including conservation actions, monitoring, incident response, and upholding compliance, would not be possible without an effective and efficient fleet of vessels.

The Reef Joint Field Management Program, has a fleet of 20 vessels, including two vessels over 24 metres, to support successful delivery of the Program. The capability to deliver field activities was greatly enhanced with the launch of the *Reef Resilience* vessel in May 2021. The *Reef Joint Field Management Program Business Strategy 2021 to 2025* details a structured vessel maintenance and replacement program, delivering professional management of the fleet.

Over the period of the *Reef Joint Field Management Program Business Strategy 2021 to 2025*, the Program will increase its vessel fleet to 21, with a new mid-shelf rigid hulled inflatable boat based at Rosslyn Bay, and five vessels will be replaced to similar or upgraded capacity.



Information communications technology

Strategy

The Authority recognises the need to provide contemporary, reliable, and easily accessible digital services to its clients and staff to better enable them to carry out their duties. This is done through the use of ongoing staff, contractors and commercial providers.

To ensure we can continue to provide the digital services required to meet the needs of our Corporate Plan as well as other government initiatives over the next four-to-six years, work has begun on refreshing our Information Communications Technology Strategy (ICT Strategy).

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

- cloud first
- buy not build
- use whole-of-government standards and services where appropriate
- be cyber security aware and resilient.

The 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 will provide the application hosting environment and the large dataset demands for increased storage capacity, which is particularly relevant for example with three-dimensional geospatial datasets and sensor or drone generated datasets. The scalable capacity is also suitable for advanced analytic capability.

These capabilities are essential to advance the 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 Authority is involved.

The Authority acknowledges 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.

The Authority 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, the Authority will also leverage capacity, learnings and services from other government agencies.

The Authority is aware of the current cyber threat landscape, and is committed to ensuring the systems and services for which it is responsible are secure and protected, with individuals and businesses data privacy ensured.

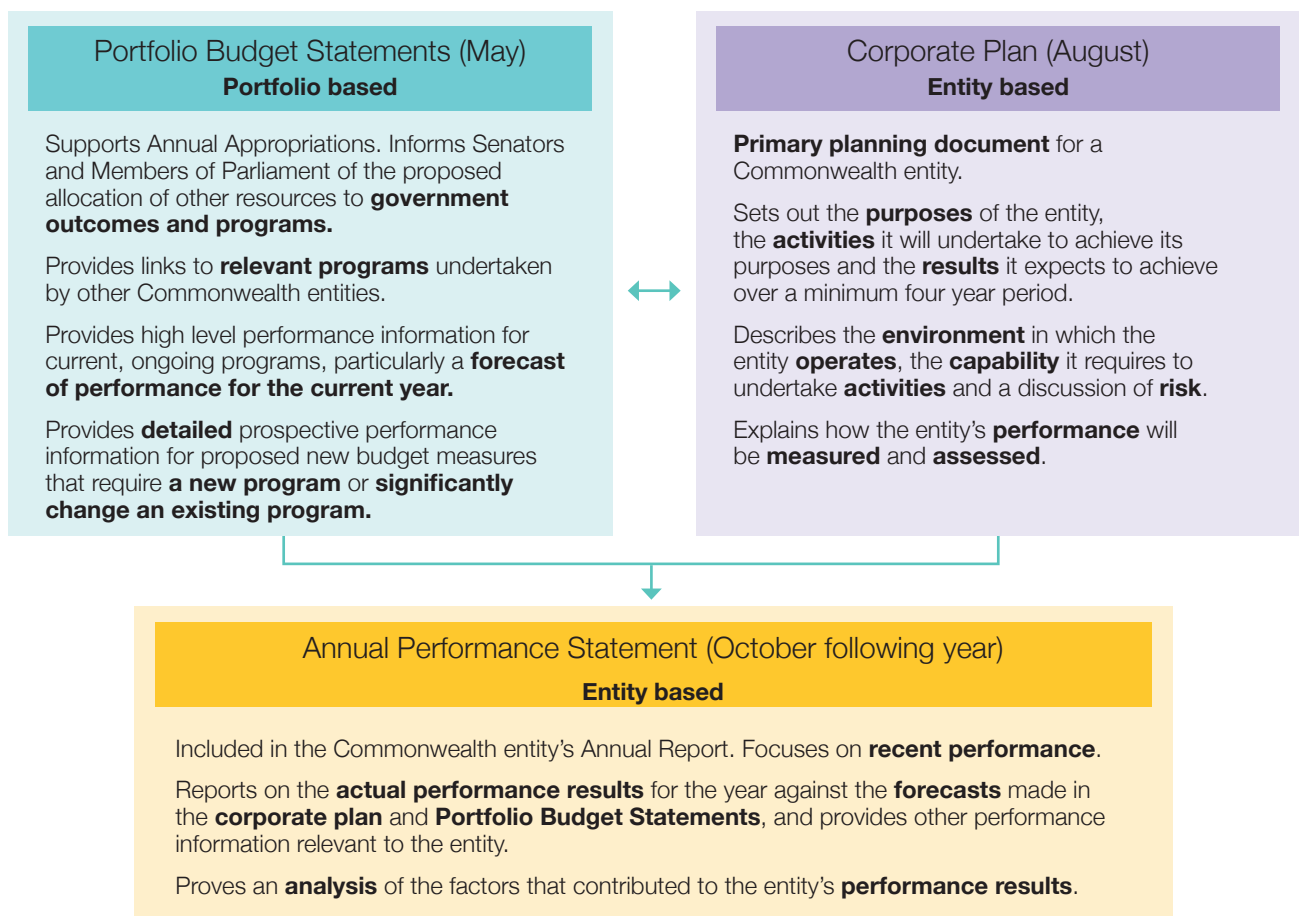
Co-investment

The Authority maintains a current memorandum of understanding with the Queensland Government under the Reef Joint Field Management Program. The Authority provides shared information technology systems and services to ensure the continued business operations with our partners in the management of the Marine Park.

Our performance

Commonwealth Performance Framework

At a corporate and operational level, the 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 plan

The performance information within the Portfolio Budget Statements is underpinned and delivered through the 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 or implementation plans for achieving the corporate results.

The Authority is continuing to review and improve our performance information. As a result, some performance criteria in Objectives 1, 2 and 3 have been updated, added or removed.

In addition to these changes, the Authority has re-aligned Objective 4 'A high performing organisation' to balance our delivery and transformation program. This approach supports the Department of Agriculture, Water and the Environment priorities to be future ready for delivery and operational excellence by 2025. This has given effect to all new performance criteria for Objective 4.



Linking to the Portfolio Budget Statements performance information

The performance information identified in the 2021-22 Portfolio Budget Statements is identified below:

Outcome 1		
Strategic Result	Performance measure	Target
The long-term protection, ecologically sustainable use, understanding and enjoyment of the Great Barrier Reef for all Australians and the international community through the care and development of the Marine Park.*		
The Reef 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%
	Proportion of Policy and Planning Strategic Roadmap agreed actions for 2021-22 that are either 'on track' or 'completed'.	85%
Sustainable use of the Reef	Proportion of Reef Joint Field Management Program annual business plan targets achieved or with significant progress 2021-22.	85%
The Reef is understood	Priority knowledge gaps are identified and understood.	The Authority promotes the Science Information Needs Framework to key stakeholders (70% / 10 key stakeholders). The number of priority knowledge gaps being addressed increases each financial year (with a target of a 10% increase annually).
	Publication of a 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.	The five-year business strategy – endorsed by partners – is published on the Authority's website.
	Proportion of participants that 'strongly agree' or 'agree' that participating in initiatives delivered as part of the <i>Reef Education and Engagement Strategy 2020–2025</i> : <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% Learn - 80% Act - 75% Share - 60% Steward - 60%

* The outcome statement in the Portfolio Budget Statements is the same as the 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			
2020-21	2021-22	2022-23	2023-24	2024-25
New measure	70%	Increase by 10% each year		

Rationale	The 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 Agriculture, Water and the Environment (Reef Branch, Environmental Assessments Branch, Fisheries Branch, and Threatened Species Branch), Department of Industry, Science, Energy and Resources, Australian Maritime Safety Authority, National Indigenous Australians Agency. 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 Authority's 2019 Outlook Report and are implementing actions to address those threats. This will demonstrate the Authority has effectively engaged and shared our expert knowledge with those agencies.
Data	Collected through surveys or one-on-one interviews, with results reported annually. Note, this is a new measure for 2021-22, therefore there is no result for 2020-21.
Delivery strategies	Communications Strategy 2021-2024, 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			
2020-21	2021-22	2022-23	2023-24	2024-25
Target exceeded 12	10	Maintain		

Rationale	The 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. Note, the 2020-21 number of identified key partner / stakeholder groups was 12 – however this has been updated to 13 for 2021-22.
Delivery strategies	Communications Strategy 2021-2024.

Criteria 1.1.3

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

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
7.4	7.6	7.8	8	Maintain or improve

Rationale	Using sentiment analysis allows evaluation of the attitudes of our stakeholders that could affect the 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 Authority. The original trust level sentiment score, conducted in 2016 was 6.6.
Data	Survey results collected annually by an external research consultancy. Total number of participants in the survey is 1300. The sentiment scores range from 0 = low trust sentiment, to 10 = high trust sentiment.
Delivery strategies	Communications Strategy 2021-2024.

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			
2020-21	2021-22	2022-23	2023-24	2024-25
60%	65%	70%	75%	TBA

Rationale	An annual inventory of active policies, strategies and position statements will identify if the Authority is making decisions and/or influencing management responses that align with expert knowledge synthesised in the 2019 Outlook Report. Note this does not included corporate policies or strategies.
Data	Collected and reported annually by the Authority through informal reporting. *Target for 2024-25 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			
2020-21	2021-22	2022-23	2023-24	2024-25
27	Increasing trend			

Rationale	The 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 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			
2020-21	2021-22	2022-23	2023-24	2024-25
43%	80%	Maintain or improve		

Rationale	The permissions system service charter outlines the 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 2021-22.

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
80%	80%	Increasing trend		

Rationale	In managing the Great Barrier Reef Marine Park, the Authority needs to ensure that its tools are agile, understood and streamlined. The Policy and Planning Strategic Roadmap focuses the Authority's efforts to deliver a proactive, contemporary and risk-based approach to Marine Park policy, planning and regulation that supports a resilient Reef.
Data	Analysed quarterly through internal reporting processes. Note this is a new measure for 2021-22, therefore there is no result for 2020-21.
Delivery strategies	Permissions System, Policy and Planning Strategic Roadmap.

Criteria 2.1.3

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

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
Not applicable	Published	Not applicable		

Rationale	The Authority will revise the Reef Blueprint to ensure a revised set of strategies and actions effectively target current, new and emerging threat to the Reef's resilience.
Data	Not applicable, this is an output measure.
Delivery strategies	Not applicable.

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 in the Marine Park per year.

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

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
(a) 1539 (b) 1072	Both (a) and (b) decreasing trend			

Rationale	Targeted compliance patrols will utilise the full scope of legislative provisions to deter further illegal activity and investigate and implement legislative changes to improve efficiencies and deliver immediate consequences for offenders.
Data	Collected through the Compliance Risk Management Plan; Reef Joint Field Management Annual Report.
Delivery strategies	Reef Joint Field Management Program Business Strategy 2021 to 2025, Permissions System.

Criteria 2.2.2

Number of planned compliance days completed.

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
1056	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 intelligence to identify surveillance priorities and plan compliance activities. Intelligence sources come from various reports and synthesis products. It should be noted that these planned days are subject to weather, marine incidents and other external influences.
Data	Collected quarterly through JADE – Compliance Case Management Database; Field Reporting System. Note, target for 2020–21 was 728 days, however additional staff and favourable external influences resulted in the target being exceeded. The target for 2021-22 considers the potential for external influences to affect the number of compliance days completed.
Delivery strategies	Reef Joint Field Management Program Business Strategy 2021 to 2025.

Criteria 2.2.3

Number of Marine Park compliance activities in each risk category.

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
Very high = 4 High = 13 Medium = 13 Low = 6	Maintain or improve			

Rationale	If the annual risk assessment against each compliance activity does not increase in severity, this indicates that management of the World Heritage Area is effective and Marine Park users are following the rules.
Data	Reef Joint Field Management Annual Report. The number of categories has changed in the year 2020-21 from 33 to 36. As a comparison, the results for the 2019-20 risk assessment of 33 activities: Very high = 5, High = 14, Medium = 10, Low = 4
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			
2020-21	2021-22	2022-23	2023-24	2024-25
75%	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	Data collected through the Eye on the Reef System and analysed through Crown-of-thorns Starfish Control Program reporting. *Based on the target reefs that are actioned. 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 Authority has implemented and reported on the performance indicators to deliver conservation actions; check for change; and respond to incidents.

Result	Targets			
2020-21	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	Data is collected by the Australian and Queensland governments and reported on in the Reef Joint Field Management Annual Report Summary.
Delivery strategies	<i>Reef Joint Field Management Program Business Strategy 2021 to 2025</i> , Reef 2050 Integrated Monitoring and Reporting Program.

To uphold the Australian Government's renewed Deregulation Agenda that will support Australia's economic recovery and growth, the 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.

The Authority will use the existing process and prepare a 2014 Regulator Performance Framework report as a supplement to content in our Corporate Plan and Annual Report.

For our 2022-23 Corporate Plan, to ensure the 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.

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) Average number of users on the Authority's website.

(b) Engaged followers on social media channels.

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
(a) 507,100 (b) 608,057	(a) 500,000 (b) 600,000	Maintain or increase		

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 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 Authority can maintain an average number of website users. 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. The Authority will continue to refresh information and provide contemporary and engaging content with the aim of maintaining an average number of followers on our social media channels.
Data	www.gbrmpa.gov.au (website), Twitter, Facebook, Instagram, LinkedIn, Google Data Studio, Sprout Social and Google Analytics. Note: due to a major website update project to occur during 2021-22, the target for 2021-22 has been reduced.
Delivery strategies	Communication Strategy 2021-2024.

Criteria 3.1.2

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

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
New measure	85%	Maintain or increase		

Rationale	If the 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. Note, this is a new measure for 2021-22, therefore there is no result for 2020-21.
Delivery strategies	Education and Engagement Implementation Plan.

Criteria 3.1.3

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

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
Amended measure	85%	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, provided to either students or their supervisors. Note, this is a new measure for 2021-22, therefore there is no result for 2020-21.
Delivery strategies	Education and Engagement Implementation Plan, Reef HQ Aquarium Masterplan Implementation

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

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

Criteria 3.2.1

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

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
New measure	85%	Maintain or increase		

Rationale	The Authority has established impactful and mutually beneficial partnerships through Traditional Use Marine Resources Agreements, 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 Authority. Note, this is a new measure for 2021-22, therefore there is no result for 2020-21.
Delivery strategies	Aboriginal and Torres Strait Islander Heritage Strategy, Reef Education and Engagement Implementation Plan, <i>Reef Joint Field Management Program Business Strategy 2021 to 2025</i> .

Criteria 3.2.2

Percentage of Marine Park coastline covered by Traditional Owner agreements.

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
25%	Increase	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 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 Authority.
Delivery strategies	<i>Aboriginal and Torres Strait Islander Heritage Strategy</i> , Policy and Planning Strategic Roadmap.

4

OBJECTIVE

A high performing organisation.

Corporate result 4.1 - Operational excellence

Criteria 4.1.1

We work to strengthen our capabilities by investing in the diversity, inclusiveness, and development of our people.

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
Organisational diversity, inclusion and development targets met				

Rationale	Yearly targets are set in consultation with the Great Barrier Reef Marine Park Authority Board and detailed in the Annual Report.
Data	Portfolio Budget Statement, Annual Report, Strategic Workforce Plan, Great Barrier Reef Marine Park Authority Diversity Plan.
Delivery strategies	Corporate Services Enabling Framework.

Criteria 4.1.2

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

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
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 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	Corporate Services Enabling Framework.

Criteria 4.1.3

We are enhancing our platforms and tools to provide innovative and fit for purpose outcomes.

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
A continued increase in user satisfaction with the platforms and tools available				

Rationale	Staff achieve great outcomes when they have the tools to be effective and efficient.
Data	Great Barrier Reef Marine Park Annual Corporate Services staff satisfaction survey.
Delivery strategies	Corporate Services Enabling Framework.

The Corporate Result for 4.1 from the 2020-21 Corporate Plan has changed:

- Previous Corporate Result – Our resources are applied judiciously.
- New Corporate Result – Operational excellence.

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.

Result	Targets			
2020-21	2021-22	2022-23	2023-24	2024-25
The 'Productivity and Ways of Working' Australian Public Service Employee Census results are continually improving				

Rationale	The annual Australian Public Service Employee Census is 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	Annual Australian Public Service Commission's employee census results.
Delivery strategies	Corporate Services Enabling Framework.

The Corporate Result for 4.2 from the 2020-21 Corporate Plan has changed:

- Previous Corporate Result – Internal controls are documented and implemented.
- New Corporate Result – Delivery excellence.



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