**Senate Standing Committee on Environment and Communications**
**Legislation Committee**
Answers to questions on notice
**Environment portfolio**

| | |
|---|---|
| **Question No**: | 164 |

**Hearing**:          Supplementary Budget Estimates

**Outcome**:          Agency

**Programme**:          Great Barrier Reef Marine Park Authority

**Topic**:          Project plan for responding to ANAO findings

**Hansard Page**:          35-36

**Question Date**:          19 October 2015

**Question Type**:          Spoken

**Senator Waters asked:**

**Senator WATERS:** In relation to the recent ANAO audit on permit assessments, which demonstrated that there was some room for improvement in the authority's permit conditions compliance area, can you give me an update on the steps that you are taking to address those recommendations?

**Dr Reichelt:** I will ask Mr Elliot to take us through those.

**Mr Elliot:** The actions that have been undertaken so far include: we have developed a four-year project plan to address both the recommendations in the ANAO report plus the actions that were in the Great Barrier Reef strategic assessment program report, which also had some actions that related to our permission system.

**Senator WATERS:** Sorry, could you just speak up a little?

**Mr Elliot:** Yes. What I said was that we have developed a project which is a multiyear, four-year, project and that project plan is already in place. It includes both addressing the ANAO recommendations plus the recommendations or commitments that were in the Great Barrier Reef strategic assessment program report, some of which related to our permission system as well.

**Senator WATERS:** Is that project plan available publicly?

**Mr Elliot:** The project plan is not available publicly, but we can provide it if you would like.

**Answer:**

The project plan for the Assessment and Decision Enhancement Project is attached (**Attachment A**). This project is responding to the following ANAO recommendations:

1.   Processing of permit applications

2.   Permit application assessment

3.   Permit decisions and approval conditions.

# Project Plan (Revision O)

| | |
|---|---|
| **Project Title:** | Assessment & Decision Enhancement |
| **Project Number:** | **47** |
| **Branch:** | Biodiversity Conservation & Sustainable Use |
| **Section:** | Environmental Assessment & Protection |

This project plan is a managed document. Version history is tracked through The Dock. The below table only captures formal endorsement of plan iterations by the project sponsor.

Table 1: Endorsement history table

| Project Plan Endorsement History | | | |
|---|---|---|---|
| Version N°. | Version name | Date endorsed | Endorsed by (Name, position, project role) |
| V1.0 | Project Manager endorsed version | 21-Apr-15 | Rachel Reese, Manager Strategy Development (Project Manager) |
| V1.7 | Project Manager endorsed revised version (minor updates) | 29-Apr-15 | Rachel Reese, Manager Strategy Development (Project Manager) |
| V2.0 | Director approved and submitted to Project Sponsor (GM) | 30-Apr-15 | Kirstin Dobbs, Director EAP (Project Director) |
| V3.0 | Endorsed by Project Sponsor | 11-May-15 | Bruce Elliot, GM BCSU (Project Sponsor) |
| V4.0 | Project Manager endorsed version reflecting major change to RIS process & timelines | 18-Jun-15 | Rachel Reese, Manager Strategy Development (Project Manager) |
| V5.0 | Changes approved by Project Director | 23-Jun-15 | Kirstin Dobbs, Director EAP (Project Director) |
| V6.0 | Changes approved by Project Sponsor | 2-Jul-15 | Bruce Elliot, GM BCSU (Project Sponsor) |
| V7.0 | Project Manager endorsed version reflecting moderate change to timelines - No RIS required | 24-Sep-15 | Rachel Reese, Manager Strategy Development (Project Manager) |
| V8.0 | Director endorsed version reflecting moderate change to timelines - No RIS required | 25-Sept-15 | Kirstin Dobbs, Director EAP (Project Director) |
| V9.0 | Project Manager endorsed version reflecting moderate change to budget & tasks - 3 contract work packages | 19-0ct-15 | Rachel Reese, Manager Strategy Development (Project Manager) |
| V10.0 | Project Director endorsed version reflecting moderate change to budget & tasks - 3 contract work packages | 19-0ct-15 | Kirstin Dobbs, Director EAP (Project Director) |

# Project Plan (Revision O)

## Table of Contents

## Project Plan (Revision O)

## Background

In August 2014, the *Great Barrier Reef Region Program Report* ('Program Report') identified enhancements to the permission system required to support approval of GBRMPA for a class of actions under the EPBC Act.

In May 2014, the Australian National Audit Office ('ANAO') launched a *performance audit of GBRMPA's permissions systems.* This is expected to result in a number of recommendations related to how GBRMPA assesses and decides permit applications.

In March 2015, the *Reef 2050 Long-Term Sustainability Plan* ('LTSP') identified a range of actions to protect the values of the Great Barrier Reef.

As a result, this 5-year project (Jan 2015 to Jan 2020) aims to undertake a major review and revision of the EIM Policy and its supporting suite of guidelines and procedures. New policy documents and internal procedures may be required, and legislative amendments to the GBRMP Regulations are needed to meet the objectives of the Program Report, ANAO findings, LTSP and broader agency requirements. This includes incorporating the work already done to review the EIM policy in 2014.

Note that two Program Report commitments related to the permission system are out of scope for this project, as they are being delivered as separate, stand-alone projects:
1. Strengthening Permissions Compliance
2. Hydrodynamic Modelling Guidelines update.

## Outcomes - Why is this project being undertaken?

### Strategic alignment

**Corporate Plan 2014-2019**
This project supports and aligns with **Strategy 3: Effective and efficient environmental regulation** including the following commitments:
- Streamline, harmonise and enhance regulatory tools to reduce unnecessary burden while maintaining strong levels of environmental protection and enhance alignment with other similar or relevant legislation;
- Enhance alignment of the permission system with EPBC Act assessment processes;
- Strengthen guidelines to include new and revised standards for ecosystem health and develop new guidelines to complement existing arrangements; and
- Strengthen protection of heritage values.

**Annual Operating Plan 2014-2015**
This project supports and aligns with the following **Priority Projects** in the Agency AOP:
1. Regulatory and Policy Reform
   a. HOW: This project is the primary vehicle for delivering the Regulatory and Policy Reform priority project through the permission system. Other aligned projects (such as Cumulative Impact and Net Benefit) also support this overarching priority project. Coordination of the various projects has not yet been realised.
2. Supporting Reef 2050 Long-Term Sustainability Plan
   a. HOW: A large number of actions in the LTSP may be implemented (partially or fully) through the permission system. While the LTSP actions do not have timeframes, this project will begin the work of scoping actions for implementation through the permission system and will seek to deliver on any high priority actions requiring short-term implementation.
3. Integrated Monitoring and Reporting Program
   a. HOW: While the RIM Rep program is still being scoped, it is likely that GBRMPA will seek to incorporate new monitoring and reporting requirements through permits. This project will coordinate with the RIM Rep project to ensure good alignment in objectives and deliverables.
4. Standards and Thresholds
   a. HOW: Permit assessment processes and permit conditions will require updating to reflect the new standards and thresholds. This project will coordinate with the Standards & Thresholds project to ensure good alignment in objectives and deliverables.
5. Plans of Management Review

# Project Plan (Revision O)

    a. HOW: Plans of Management are primarily implemented through the permission system. Permit assessment processes and permit conditions will require updating to reflect the new POMs. This project will coordinate with the POM reviews to ensure good alignment in objectives and deliverables.

6. Heritage Strategy
    a. HOW: Permit assessment processes and permit conditions will require updating to reflect the new Heritage Strategy. This project will coordinate with the Heritage Strategy project to ensure good alignment in objectives and deliverables.

7. Indigenous Heritage Strategy
    a. HOW: Permit assessment processes and permit conditions will require updating to reflect the new Indigenous Heritage Strategy. This project will coordinate with the Indigenous Heritage Strategy project to ensure good alignment in objectives and deliverables.

8. Fishing Strategies to Protect Biodiversity
    a. HOW: Permit assessment processes and permit conditions will require updating to reflect the new Fishing Strategies work. This project will coordinate with the Fishing Strategies project to ensure good alignment in objectives and deliverables.

9. Strengthening Permissions Compliance·
    a. HOW: While the scope of this project is limited to permit assessment and decision phases (with a separate EAP project addressing the compliance phase), the guidelines and procedures used during assessment and decision-making play a key role in supporting later compliance activities. The lack of clear guidelines and procedures increases the risk of inconsistency, which in turn limits GBRMPA's ability to successfully implement different compliance responses.

In addition to the Priority Projects in the Agency AOP, this project also delivers on or supports the following *Foundational* & *Strengthening* actions in the AOP:

1. Implementation of Program Report Commitments
    a. HOW: This project will lead the implementation of most Part C commitments (being those related to the assessment and decision phases of the permission system) and coordinate deliverables with other projects leading other commitments from Part C.

2. ANAO Review
    b. HOW: This project will lead the response to ANAO findings related to the assessment and decision phases of the permission system, including an implementation plan to identify how and when responses will be implemented.

3. Legislation - Annual Regulatory Plan
    c. HOW: This project will lead the development of the policy intent for amendments to Regulations amendments identified in the Program Report and other critical amendments related to the permission system.

4. Environmental Impact Assessments
    d. HOW: Another team in EAP is responsible for the day-to-day work of assessing and deciding permit applications. This project will however result in changes to the way that team works, so close consultation is required.

5. Management of Defence activities
    e. HOW: Another team in EAP is responsible for the day-to-day work of assessing and deciding Defence proposals. This project will however result in changes to the way that team works, so close consultation is r.equired. In particular, this project will deliver new guidelines for assessing Part 5 notifications.

6. ICT Strategic Plan Implementation - Reef Management Systems
    f. HOW: This project will coordinate with the RMS Project to ensure deliverables are aligned in both scope and implementation timeframes.

7. Corporate Governance Plan - Integrated Risk Management Framework
    g. HOW: Following on from coUaboration in 2013-14, this projectwill coordinate with Corporate Governance to ensure the revised Environmental Impact Assessment risk management framework is consistent with the overall agency risk management framework.

8. Social & Economic Program
    a. HOW: The Social & Economic Program includes the development of social and aesthetic guidelines. Permit assessment processes and permit conditions will require updating to reflect the new social and aesthetic guidelines. This project will coordinate to ensure good alignment in objectives and deliverables.

9. Heritage Assessment Guidelines

# Project Plan (Revision 0)

    a. HOW: Permit assessment processes and permit conditions will require updating to reflect the new Heritage Assessment Guidelines. This project will to ensure good alignment in objectives and deliverables.

10. EPBC Act and QLD Coordination

    h. HOW: This project will align GBRMPA's processes with EPBC Act processes and provide input from an EAP perspective to an MOU with Queensland.

## *Project outcomes*

### Outcome 1: Approved class of actions - EPBC Act approval is implicit for activities wholly within the GBRMP that receive a permission under the Zoning Plan

This project has the lead role in delivering on these related Program Report commitments:

- **89** Measures to enhance alignment of permission system with EPBC Act assessment processes.
- **811** Improving assessment of matters of national environmental significance.
- **819** Improving consultation arrangements.
- **C1** The Authority will require consideration of relevant EPBC policy documents, including relevant significant impact guidelines, in the scoping phase of the permission assessment and decision process.
- **C2** The Authority will require consideration of prudent and feasible alternatives which may have a lower impact on the environment as part of the scoping phase of the permission assessment and decision process - and amend its policy documentation to include reference to this requirement.
- C3 Where an action is likely to have a significant impact on a matter of national environmental significance within the Marine Park, the Authority will require applicants to consider:
  - o the impacts of actions on matters of national environmental significance and relevant attributes and environmental processes as described in the Strategic Assessment Report, and as amended in accordance with the Authority's policy review procedures;
  - o impacts (including direct, indirect and cumulative impacts) arising from the development action in the context of all impacts affecting the matters of national environmental significance.
- **C4** Where an action is likely to have a significant impact on a matter of national environmental significance within the Marine Park, the Authority will consider any relevant: international conventions, Commonwealth- state agreements, plans of management, recovery plan, wildlife conservation plan, threat abatement plan, approved conservation advice under the EPBC Act, EPBC Act guidelines, policies and information - in assessing and determining permissions under its permission system.
- **C5** The Authority will consider relevant Department of the Environment policy documents, guidelines, plans of management and other online data sources available on the Department's website in its scoping, assessment and decision-making process.
- **C7** The Authority will amend its Permit Application Form to include a section which specifically addresses matters of national environmental significance.
- CB The Authority will seek to pursue amendments to the Great Barrier Reef Marine Park Regulations 1983 to explicitly outline the levels of assessment under the permission system.
- **C9** The Authority will update its permissions guidance material to outline the general information requirements for applicants according to the level of assessment.
- **C10** The Authority will seek to pursue amendments to the GBRMP Regulations (in particular Regulation 128) to ensure continued application of fees for the Authority's assessment of activities that are covered by an approval granted under section 146 of the EPBC Act (Part 10 - Strategic Assessments).
- **C11** The Authority will publish notification of all permit applications on the internet as soon as practicable after receiving a permit application.
- **C12** rhe Authority will seek to pursue amendments to the GBRMP Regulations (in particular Regulation 880) to require advertising of applications where the granting of a permission may restrict the reasonable use by the public of a part of the Marine Park or is likely to have a significant impact on the Marine Park, including on matters of national environmental significance.
- **C13** Relevant policies will be updated to explicitly state that appropriate consultation will be undertaken with persons or organisations, including Commonwealth and State government agencies, whose functions, interests or activities could be impacted by the proposed activity.
- **C16** Amend policies and guidance material used in the determination of permissions so they explicitly require the consideration of matters of national environmental significance and relevant attributes, including:
  - o biodiversity and environmental processes
  - o Indigenous and historic heritage values

## Project Plan (Revision O)

>     o   community benefits derived from the environment, including those not easily represented or measured (such as aesthetic values).

- **C22** Develop guidance material to assist in determining the acceptability of impacts. Criteria shall include consistency of assessment outcomes with regulatory objectives, outcomes for the Marine Park, including .matters of national environmental significance and relevant GBRMP Act and EPBC Act guidelines and standards.
- **C26** Develop specific guidance documents for notifications under Part 5 of the Zoning Plan to make reference to consideration of matters of national environmental significance under the EPBC Act. AND
- **C27** The Authority will integrate relevant components, as required, of the Department of the Environment's EPBC Act assessment templates and manuals into its assessment documents as they are reviewed and updated.

### Outcome 2: Other Program Report commitments are implemented through the permission system (as appropriate)

Other teams in GBRMPA are developing key policy documents which require implementation, in part or wholly, through the permission system. This project's role is to implement the new policy through the GBRMPA permission system, including:

- Implementation of *Net Benefits Policy* (with Reef 2050)
- Implementation of *GBR Offsets Guidelines* (with Reef 2050)
- Implementation of *Cumulative Impact Assessment Guidelines* (with Reef 2050)
- Implementation of *Underwater Noise Impact Guidelines* (with Reef Recovery)
- Implementation of *GBRMP Heritage Strategy* (with Reef 2050)
- Implementation of *Information Management System Improvements* (with IMSAT - f o r RMS)
- Implementation of *Regional Standards* & *Thresholds* (with Reef Recovery)
- Implementation of *Indigenous Heritage Strategy* (with Indigenous Partnerships)
- Implementation of *Integrated Monitoring* & *Reporting Framework* (with Reef 2050)
- Coordination with *Strengthening Permission System Compliance* project (with EAP).

This will require early and frequent engagement with the above project teams to ensure their project outputs have "real life workability" and can be implemented through the permission system with minimal effort.

### Outcome 3: An implementation plan is endorsed to deliver improvements to the permission system to address ANAO findings and critical agency needs

The ANAO review will result in findings and recommendations in mid-2015. This project will respond to those findings by incorporating improvements that can be made immediately and by submitting for endorsement a costed Implementation Plan for a future suite of permission system enhancement work (for those improvements not able to be implemented immediately).

In addition, the following Program Report commitment encompasses other enhancements that are deemed critical by the Authority in order to modernise, streamline and enhance the permission system:

- **C31** The Authority will investigate and implement opportunities through its ongoing regulatory reform processes to:
  - o   enhance the effectiveness of its permission system to achieve objectives and outcomes for the protection and management of the Marine Park, including matters of national environmental significance
  - o   harmonise requirements with relevant Commonwealth and state legislation and reduce regulatory burden.
- **B26** Increasing emphasis on use of modelling.

GBRMPA has already committed to some critical improvements including:
1. Review of inspection requirements for different facilities (RPEQ, etc);
2. Guidelines for bonds;
3. End-of-life requirements for facilities, such as decommissioning and removal; and
4. Public gazettal of all permit-related decisions (for example, modifications to permit conditions).

Other critical enhancements will be identified in the early stages of the project and incorporated where feasible.

## Project Plan (Revision O)

**Outcome 4:** **Reef 2050 Long Term Sustainability Plan outcomes are achieved through the permission system**

This project will consider commitments in the LTSP and incorporate these where possible. Commitments that can't be immediately incorporated will be rolled into the Implementation Plan (see Outcome 3) for future work.

**Outcome 5:** **Applicants and assessors have a clear understanding of changes and the tools to successfully respond to or implement these changes.**

A critical project outcome is that the changes are clearly communicated to stakeholders and that GBRMPA staff have the resources to successfully implement the changes. Deliverables will be designed as much as possible to serve a dual purpose - guidance for assessors and for applicants. It is envisioned that all of the project deliverables will be publicly available on GBRMPA's website.

A key supporting project for this outcome is the development and implementation of the new Reef Management Systems tool.

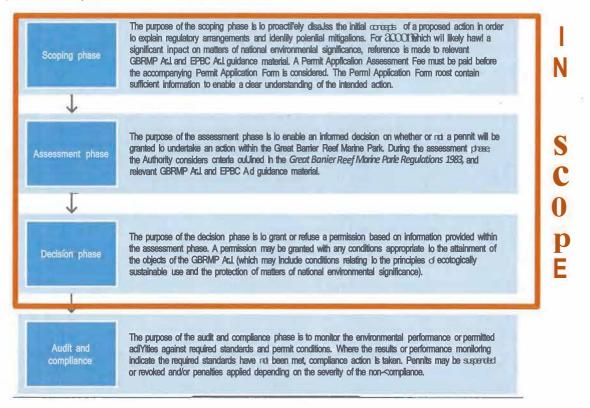## Outputs - What will the project deliver?

### *In scope*

This is a 5-year project running from January 2015 to January 2020. The initial 2½ years are scoped in detail (January 2015 to July 2017), while the remaining 2½ years (July 2017 to January 2020) will be scoped in future as more detail becomes available regarding LTSP and Program Report projects in the 5-year bracket (delivery by Aug 2019).

The scope of work for the project only relates to Assessment & Decision processes, which are defined as:

> *Policies, guidelines, procedures & other matters related to the Scoping, Assessment and Decision phases of the permission system.*

Compliance processes are out of scope and are being managed and delivered by EAP's Protection Strategies & Systems team. Compliance processes are defined as:

> *Policies, guidelines, procedures & other matters related to the Audit & Compliance phase of the permission system.*

## Project Plan (Revision O)

> The scope of this project includes the following as they relate to Assessment & Decision processes:
>
> - Fulfilling EAP's commitments in Part C of the Program Report, including seeking Ministerial approval of GBRMPA for an approved class of action;
> - Responding to ANAO Issues Papers and the Final Report, including an Implementation Plan for any proposed changes that are beyond the scope of this project;
> - Identifying and prioritising other permissions systems enhancements (for example, review of RPEQ requirements) and implementing these in concert with committed changes, if resources allow;
> - Identifying how Long Term Sustainability Plan outcomes can be achieved through the permission system; and
> - Updating class assessments based on the new policies and guidelines.

It.should be noted that the following activities are within scope of this project but rely on another section to first develop the relevant policy/guideline. EAP's role is to implement the new policy/guideline through its permission system, as appropriate.

- Implementation of Net Benefits Policy (with Reef 2050)
- Implementation of GBR Offsets Guidelines (with Reef 2050)
- Implementation of Cumulative Impact Assessment Guidelines (with Reef 2050)
- Implementation of Underwater Noise Impact Guidelines (with Reef Recovery)
- Implementation of GBRMP Heritage Strategy (with Reef 2050)
- Implementation of Social Impact Assessment Guidelines and Procedures (With Reef 2050)
- Implementation of Aesthetics Impact Assessment Guidelines and Procedures (With Reef 2050)
- Implementation of Regional Standards & Thresholds (with Reef Recovery)
- Implementation of Indigenous Heritage Strategy (with Indigenous Partnerships)
- Implementation of Integrated Monitoring & Reporting Framework (with Reef Recovery).

This project relies heavily on delivery of the Information Management System Improvements project by IMSAT. Further upgrades to Reef Management Systems (RMS) will be required to enable many permission system enhancements (and likely ANAO recommendations) to be implemented. Input to RMS is in scope for this project insofar as it relates to new requirements from EAP. Existing business requirements for RMS will continue to be led by EAP's PSS team. Discussions are underway with PSS and IMSAT about the best mechanism for coordinating EAP input to RMS.

Scope changes are recorded in Attachment E.

### *Out of scope*

The Strengthening Permissions Compliance (Priority Project GBRMPA AOP 2014-2015) project is out of scope. Consequently, implementation of Program Report commitments and ANAO recommendations related to Compliance processes (such as auditing, monitoring and reporting on compliance with permits) is out of scope. There are strong dependencies and interconnectedness between this project, the Strengthening Permissions Compliance project and the other aligned projects being led by other teams. Coordination between the various projects is not yet formalised, so close engagement is required.

Updating the Hydrodynamic Modelling Guidelines is out of scope. This is being scoped and delivered as a stand-alone project by EAP, subject to resource availability.

Also out of scope is updating the various templates and business procedures that relate to the permission system. These are unlikely to require significant changes, and any changes should be able to be rolled out gradually *over* time as resources allow. An Implementation Plan will be developed at the end of this project which identifies this future work. The project team has allocated 30% of its time from January to June 2017 to assist other EAP teams with any immediate updates that may be required to templates and business procedures.

Also out of scope is any input to, or implementation of, aligned projects which do not deliver the required outcomes within 5 years (that is, within the timeframe of this project). This includes future input to RMS beyond January 2020. It is also likely that some aligned projects which are due to be finalised by August 2019 may not deliver "shovel-ready" outcomes, suitable for implementation through the permission system.
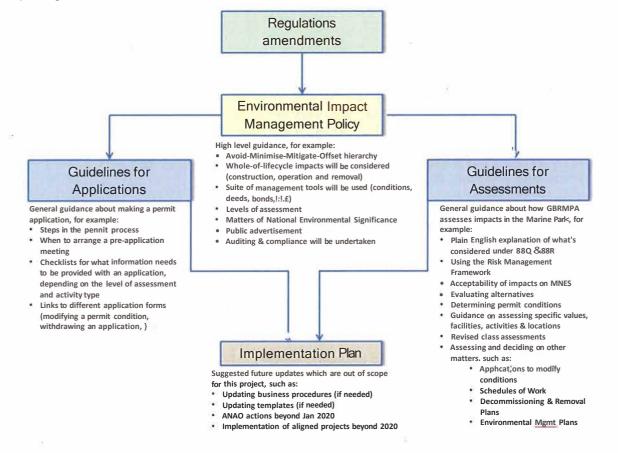
# Project Plan (Revision O)

This future work would need to be rolled into EAP's day-to-day workload, or alternately a new project scoped and resourced to implement these further actions. An Implementation Plan will be developed at the end of this project which identifies future work.

Scope changes are recorded in **Attachment E**.

## *Deliverables*

While deliverables will be fleshed out as the project progresses (and particularly subject to ANAO recommendations and discussions with the Department), the following are currently anticipated as broad packages of deliverables:



A detailed list of deliverables has been developed.

## *Constraints*

**Table** 2: Table of project constraints

| Constraint | Explanation of the constraints' influence on the project |
|---|---|
| Critical dependencies on other projects | A number of Program Report commitments refer to *implementation* of as-yet undeveloped policies within 1-2 years. Simply developing the new policies (and securing approvals) is likely to take the full allotted time. There is unlikely to be sufficient time for EAP to then update its own procedures to begin implementing the new policy within the committed timeframes. This can be mitigated by ensuring that EAP is aware of the content or direction of the new policies, and by EAP working in parallel to update its procedures. The risk is that if any changes are required to the policy when it goes through the approvals process, time may have been wasted in updating EAP procedures before the new policy was approved. |
| Resources | A small project team comprising EL 1 Manager and 1 x APS6 has been |

## Project Plan (Revision O)

| Constraint | Explanation of the constraints' influence on the project |
|---|---|
|  | mobilised. Another APS6 position is identified for the project team, although backfilling arrangements have been unsuccessful to date. This team is able to guide and drive the project, however relies on the cooperation and assistance of others across the agency. Should additional resources be required, these will be identified to the Project Sponsor at the earliest opportunity. |
| Emerging issues | Throughout the year, permittees or applicants raise with senior management other permit-related issues which may take precedence over some tasks in this project plan. There may be a requirement to divert resources from this project or to re-evaluate the project to respond to these emerging issues. |

## Assumptions

The following assumptions are currently being made:

- This is a priority project for GBRMPA which will be supported by senior management, including the provision of additional resources if justified.
- In the current regulatory and political environment, the GBRMP Regulations can be amended.
- Other teams will communicate clearly and openly with the project team regarding aligned activities.
- Aligned projects will be delivered on time.
- Coordination of all aligned projects will be considered for a standard implementation date of 1 July 2017 (Phase One) and 1 July 2020 (Phase Two).

## Dependencies

The table below summarises aligned projects with indicative timeframes for completion. All project managers were invited to provide comments on this project plan prior to Version 1 finalisation. The final column in the table shows which project managers provided comments. Projects that did not comment may need extra consideration as their project develop to ensure coordination of effort and outputs. The Department of the Environment was also invited to comment but did not make any comments.
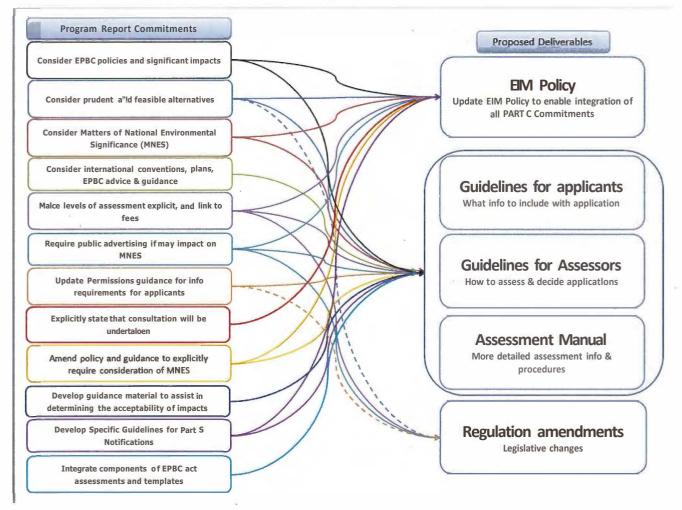
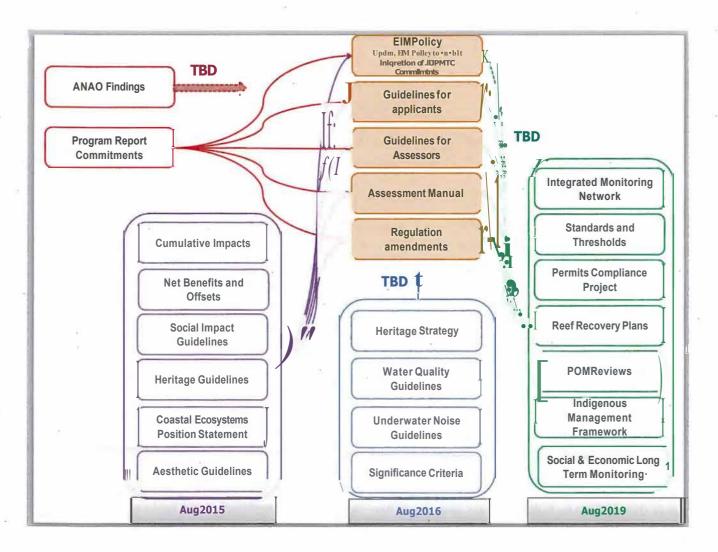Table 3: Key dependencies Aligned Projects (only those directly relevant to the permission system)

| Project<br>Bold - Program Report commitment<br>*Italics - A O P commitment* | Lead (project manager) | Publicly committed timeframe for completion | Commented on this project plan? |
|---|---|---|---|
| Cumulative Impact Assessment Guidelines | Reef 2050 (Hayley Gorsuch) | 31-Aug-15 | Yes |
| Net Benefit & Offsets Policy | Reef 2050 (Jason Vains) | 31-Aug-15 | Yes |
| Heritage Strategy | Reef 2050 (Chloe Schauble) | 31-Aug-16 | Yes |
| Underwater Noise Guidelines | Reef Recovery (?) | 31-Aug-16 | No |
| Water Quality Guidelines | Reef Recovery (?) | 31-Aug-16 | No |
| Indigenous Management Framework | Indigenous Partnerships (?) | 31-Aug-19 | No |
| Reef Integrated Monitoring & Reporting Program | Reef 2050 (Fergus Molloy) | 31-Aug-19 | No |
| Permission System Compliance Plan | EAP (Mel Cowlishaw) | 31-Aug-19 | Yes |
| Ecosystem Standards & Thresholds | Reef Recovery (David Wachenfeld) | 31-Aug-19 | No |
| Social & Economic Long-Term Monitoring Program | Reef 2050 (Margaret Gooch) | 31-Aug-19 | Yes |
| All POM reviews | GBRO (Sally Harman) | 31-Aug-19 | No |
| *Single GBR Permit* | EAP (Mel Cowlishaw) | N/A | Yes |
| *Reef Management System* | IMSaT (David Leverton) | N/A | Yes |

## Project Plan (Revision O)

| ProJect<br>**Bold - Program Report commitment**<br>*Italics - A O P commitment* | Lead (project manager) | Publicly committed timeframe for completion | Commented on this project plan? |
|---|---|---|---|
| *Social Impact Assessment Guidelines* | Reef 2050 (Margaret Gooch) | N/A | Yes |
| *Aesthetic Guidelines* | Reef 2050 (Margaret Gooch) | N/A | Yes |
| *Coastal Ecosystems Position Statement* | Reef Recovery (?) | N/A | No |
| *Biodiversity Vulnerability Assessments* | Reef Recovery {?) | N/A | No |
| *Heritage assessment & management guidelines* | Reef 2050 (Chloe Schauble) | N/A | Yes |
| *Commonwealth Island management plans* | GBRO (Steph Lemm) | N/A | No |
| *Lady Musgrave Island Site Management Arrangements review* | GBRO (Steph Lemm) | N/A | No |
| *Tourism Management Strategy* | Tourism & Stewardship (Vicki Bonnano) | N/A | No |
| *Cruise Ship Policy review* | Tourism & Stewardship (Vicki Bonnano) | N/A | No |

## Program Logic and Dependency Diagrams

The following diagrams illustrate the program logic and some key dependencies.

## Project Plan (Revision O)



The diagram contains the following labelled boxes:

**TBD**

ANAO Findings

Program Report Commitments

**EIMPolicy**
Updm, EIM Polley to •n•blt
Inlqretion of .IIDPMTC
Commllmtnts

Guidelines for applicants

Guidelines for Assessors

Assessment Manual

Regulation amendments

**Aug2015** column:
- Cumulative Impacts
- Net Benefits and Offsets
- Social Impact Guidelines
- Heritage Guidelines
- Coastal Ecosystems Position Statement
- Aesthetic Guidelines

**TBD — Aug2016** column:
- Heritage Strategy
- Water Quality Guidelines
- Underwater Noise Guidelines
- Significance Criteria

**TBD — Aug2019** column:
- Integrated Monitoring Network
- Standards and Thresholds
- Permits Compliance Project
- Reef Recovery Plans
- POMReviews
- Indigenous Management Framework
- Social & Economic Long Term Monitoring

# Time (schedule)

The work breakdown structure / detailed project schedule for Phase One (Jan·2015 to July 2017) of this project is located at **Attachment B**. Phase Two (July 2017 to Jan 2020) has not yet been scoped. Timings for seeking the Minister's approval have been tentatively programmed into the project for between March to June 2016 (following Round 1 consultation), subject to formal agreement with the Department.

Key indicative milestones for Phase One (Jan 2015 to July 2017) are shown graphically on the following pages.

These timelines were updated in September 2015 to reflect OBPR's decision that no RIS was required.

## Project Plan (Revision O)

### ASSESSMENT & DECISION ENHANCEMENT PROJECT· No RIS

| Internal project work | External consultation | MPABoard meetings | Minister | | |
|---|---|---|---|---|---|

#### 2015

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| *Core* project tasks | Project scoping | | | Project Plllfl dl6d(Wlllrlw ANAO findings) | Incorporate ANAO findings & flnllliH Project Plan | Develop Consultation Document. Start drafting policy & guldeNnes. | | | | Consultation Round 1: Introduce goals, seek suggestions for improvements, feedback on potential Regulations amendments | | |
| Major enemal ewnis | | | | | | MPA- Project overview | | | MPA - Approval to consult | | | MPA - Project update (optional) |

#### io1s

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| *Core* project tasks | Consultation summary & responses | Draft Minister's btlef. finalise draft BIM Pollcy. | Start Reg amendments process | Finalise draft policy & guidelines. Continue With Reg amendments processes. | | | | Consultation Round 2: Draft Policy & Guidelines | | Condnue wkh Res Ifflenclm-Nts pn,cesses. Finalise Polky & Guldelnes. | | |
| Major •temal ewnis | | | MPA- Consultation summary | Minister's in-principle approval for Reg amendments | | MPA-Approval to consult | | | | | MPA- Consultation summary | |

#### 2017

| | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| *Core* project tasks | Final fonnaninc of tools & webpices. Update business procedures, templates & class assessments. | | | Internal training | | External info campaign | Implementation | | | | | |
| Major ertemal ewnb | | Submit Reg amendments to ExCo | MPA -Approval of final policy | | | MPA - Project update (optional) | | | | | | |

## Project Plan (Revision O)

# Project funding

### Project budget overview

The project has been scoped in detail for Phase One (January 2015 to July 2017). Notional amounts are shown for out years, to be firmed up as Phase Two (July 2017 to January 2020) as scoped.

Table 3: Overview of project budget

| Source | Total | Expenses 2014-15 | Expenses 2015-16 | Expenses 2016-17 | Expenses 2017-18 | Expenses 2018-19 | Expenses 2019-20 |
|---|---|---|---|---|---|---|---|
| | | | | | NOTIONAL - (not yet scoped) | | |
| Depart'! | $ 210 000 | $ 40 000 | $ 120 000 | $ 80 000 | $ 20 000 | $20 000 | $20 000 |
| Admin | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 |
| Capital | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 | $ 0 |
| Total | $ 300 000 | $ 40 000 | $ 120 000 | $ 80 000 | $ 20 000 | $ 20 000 | $ 20 000 |

Key expenses in Phase One are:
- $10k per year: Staff travel for meetings with Dept of Enviro and other stakeholders
- $10K in 2015-16: Contractor for "Risk Management Framework" package - See Contract Management section for details.
- $40k in 2015-16: Contractor for "Risk Management Tools" package - See Contract Management section for details.
- $40k in 2015-16: Contractor for "Managing Fixed Facilities" package - See Contract Management section for details.
- $50k in 2016-17: Contractor to assist with final website formatting - See Contract Management section for details.
- $5k in 2016-17: Staff travel and venue hire for stakeholder information campaign prior to implementation
- $5k in 2016-17: Printing, scanning, burning CDs, etc.

### Resourcing requirements

The following internal EAP resources are required:

Table 4: Internal resource requirements

| Resources | Estimated effort(% of time) | | | Nominated resource |
|---|---|---|---|---|
| | Implement phase | Finalise phase | Post project | |
| Project Director - EL2 Director (EAP) | 20% | 20% | 10% | Kirstin Dobbs |
| Project Manager - EL 1 Manager (Strategy Development) | 60% | 60% | 20% | Rachel Reese |
| Project Team Member-APS6 Senior Policy Officer | 70% | 70% | 10% | Kimberly Glover (A/ Tina Alderson) |
| Project Team Member -APS6 Senior Policy Officer | 70% | 70% | 10% | Anna Dowd / Emily Smart |
| Project input (various officers) - PSS | 5% | 5% | 10% | Various officers |
| Project input (various officers) -A&P | 5% | 5% | 10% | Various officers |

The following resources outside EAP are required:

Table 5: Table of external resource requirements

| Resources | Estimated days/ cost | | | Nominated resource |
|---|---|---|---|---|
| | Implement phase | Finalise phase | Post project | |
| Project Sponsor - GM BCSU | 5% | 10% | 5% | Bruce Elliot |

## Project Plan (Revision O)

| Resources | Estimated days/ cost | | | Nominated resource |
|---|---|---|---|---|
| Project input - Reef 2050 | 10% | 10% | 5% | Various officers |
| Project input - Reef Recovery | 5% | 5% | 5% | Various officers |
| Project input- QPWS | 10% | 10% | 5% | Various officers (through JPWG) |
| Project input - T&S | 5% | 5% | 5% | Various officers |
| Legal Servi.ces | 20% | 20% | 5% | For Reg amendments |

# Governance

## Roles and responsibilities

| Project role | Assignee |
|---|---|
| Project sponsor | Bruce Elliot, GM BCSU |
| Project director | Kirstin Dobbs, Director EAP |
| Project manager | Rachel Reese, Manager of Strategy Development, EAP |

Table 6: Project governance roles

## Governance structures

| Structure | Chair |
|---|---|
| Steering committee - TBD - Ideally addressed through SMF | Kirstin Dobbs, Director EAP |
| Working group - TBD - Ideally addressed through existing working groups | Rachel Reese, Manager of Strategy Development, EAP |

Table 7: Project governance structures

Minor changes to scope (<10% change to milestones or resourcing) are approved by the Project Manager.

Moderate changes to scope (10-30% change to milestones or resourcing) are approved by the Project Director.

Major changes to scope (>30% change to milestones or resourcing) are approved by the Project Sponsor.

Scope changes are recorded in **Attachment E.**

## Stakeholder management and communication plan

The Stakeholder Management and Communication Plan for this project is summarised below. Refer to the full plan for details (for example, which industry peak bodies will be consulted).

| Stakeholder | How could this stakeholder.... | | What information | Method of Communication | When/how often? | Who is responsible |
|---|---|---|---|---|---|---|
| | Impact the project | Impacted by the project | | | | |
| Dept of Environment | Approval required | Staff time required | Status updates | Face to face, email | Monthly | Project manager |
| QPWS | Provide valuabl◊ input.· Support or oppose changes. | Joint permits | Consult on changes to Regs, policies & guidelines. Advise of changes to procedures. | Face to face, email | Joint Permit Working Group- standing agenda item | Project manager |
| Applicants & permittees (individual) | Provide valuable input. Support or oppose changes. | Changes to how GBRMPA does business with them | Consult on changes to Regs, policies & guidelines. Advise of changes to procedures. | Face to face, email, website | At key milestone s or identified consultati on stages | Project manager |

## Project Pian (Revision O)

| Stakeholder | Impact the project | Impacted by the project | M.iEl information | Method and Communication | | Outcome |
|---|---|---|---|---|---|---|
| Reef Advisory Committees (Tourism, Indigenous) | Provide valuable input. Support or oppose changes. | Changes to how GBRMPA does business with their constituents | Consult on changes to Regs, policies & guidelines. | Regular agenda item update | Quarterly | Project director |
| Local Marine Advisory Committees | Provide valuable input. Support or oppose changes. | Changes to how GBRMPA does business with their constituents | Consult on changes to Regs, policies & guidelines. | Regular agenda item update | Quarterly | Project director |
| Peak industry bodies | Provide valuable input. Support or oppose changes. | Changes to how GBRMPA does business with their constituents | Consult on changes to Regs, p·olicies & guidelines. | Targeted & general consultation | As per project plan | Project director |
| General public | Provide valuable input. Support or oppose changes. | Changes to how the MP is managed | Consult on changes to Regs, policies & guidelines. | General consultation | As per project plan | Project manager |

## Quality of outputs

A full list of outputs is available on The Dock.  The below table summarises broad packages of outputs.

Table 8: Table of output requirements

| Output | Highest level requirement |
|---|---|
| EIM Policy -  revised | MPA Board endorsement |
| Structures Policy -  revoked (incorporated into revised EIM Policy & new guidelines) | MPA Board endorsement |
| Preliminary response to ANAO findings | GM approval |
| GBRMP Regulations -  amended, including but not limited to:<br>  a.  Fees for EPBC assessments<br>  b.  Advertisement of applications that may significantly impact on MNES | MPA Board, Minister & Executive Council |
| Guidelines for Part 5 Notifications (considering MNES) "- new | DOE endorsement<br>GM approval |
| Guidelines for applicants and _assessors -  new, including:<br>  a.  Assessment levels & information required for each level (linked to new permit application form)<br>  b.  Public notice, advertisement and consultation on  proposals<br>  c.  Acceptability of impacts on MNES | DOE, QPWS & relevant GBRMPA sections endorsement<br>GM approval |

## Project Plan (Revision O)

| Output | Highest level requirement |
|---|---|
| d. Consideration of impacts of underwater noise | |
| Assessment Manual with detailed tools & procedures - new | DOE, QPWS & relevant GBRMPA sections endorsement<br><br>GM approval |
| Standard class assessments - revised | Director approval |
| Implementation Plan for actions beyond 2020 (that aren't already covered in Program Report commitments) - new | GM approval |

# Contract management

Phase One identifies the need for four (4) contracts which will be managed by the Project Manager. These contracts are:

1. Risk Management Framework
   o Time: Nov 2015 - Jun 2016
   o Budget: $10,000
   o Scope: Creating a matrix of which activities impact on which values, rolling up the individual value risk tables into overall risk tables, ensuring consistency with GBRMPA and international risk management standards.
2. Risk Management Tools
   o Time: Nov 2015 - Jun 2016
   o Budget: $40,000
   o Scope: Discussion and options paper about when various tools should be used as permit condition;, for example - insurance, indemnities, deeds, bonds, environmental management plans, vessel identification number plaques, vessel notification approvals, facility notification approvals, mooring notification approvals.
3. Managing Fixed Facilities
   o Time: Nov 2015 - Jun 2016
   o Budget: $40,000
   o Scope: Discussion and options paper about best ways to manage fixed facilities; for example - frequency of inspections, qualifications of inspector, decommissioning, removal.
4. Website formatting
   o Time: May-July 2017
   o Budget: $50,000
   o Scope: Format nested Risk Mgmt Framework tables, final documents, final webpages, etc
   o *NOTE: This work may be supplanted by improvements being scoped for RMS.*

As Phase Two is scoped, some additional contracts may be required. The project plan will be updated in future should this become necessary. Contracts may also be contemplated if internal resources are not sufficient to meet desired timeframes.

# Project risk and issue management

## *Risk management*

The Risk Assessment and Treatment Plan for this project is located at **Attachment C.**

## *Issue/ incident management*

The Issues Register for this project is located at **Attachment D.**

# Consequences of project not gaining approval

- Failure to deliver on GBRMPA's commitments in the Program Report.

# Project Plan (Revision O)

- Failure to respond to ANAO recommendations.
- Failure to implement LTSP actions.
- Increased risk of environmental harm occurring due to permission system not being enhanced.

# Project Plan (Revision O)

## Attachment A - Outcome realisation measurement criteria

*Table 9: Outcome realisation measurement criteria*

| Ref | Project outcome | Performance indicator | Data | Baseline indicator result | Target indicator result | Completion date | ccountabil ity |
|-----|-----------------|----------------------|------|---------------------------|------------------------|-----------------|----------------|
| 1 | Provide applicants and other stakeholders with a clear understanding of how permit decisions are made and the information needed by the delegate to make a decision | Decrease in number and/or complexity of Further Information requests (FINFOs). Applicants report that they have better guidance available from GBRMPA. | RMS - number of FINFOs issued<br><br>EAP survey (NEW) - Complexity of FINFOs issued<br><br>Stakeholder annual survey (NEW) | TBD - Waiting statistics from RMS<br><br>EAP& Stakeholder surveys - No baseline data available. | FINFOs reduce by 20% in the first year after implementation. 75% of EAP staff indicate that FINFOs have reduced in complexity in the first year after implementation. 60% of applicants indicate that they have better guidance. | 1 Jul 2017<br><br>(1 Jul 2018 to test indicators) | Manager, Assessments & Permissions (EAP) |
| 2 | Provide GBRMPA with a means of implementing the Program Report's recommendation for GBRMPA to make decisions under EPBC Act for those matters wholly within the GBRMP | Minister approves GBRMPA for classes of actions under EPBC Act.<br><br>EAP staff report that they have better tools and guidance for assessing permit applications. | Ministerial decision<br><br>EAP survey (NEW) | No Ministerial decision.<br><br>No quantitative baseline data.<br><br>Consider running EAP survey in Feb 2015. | Ministerial approval.<br><br>75% of EAP staff indicate that tools and guidance have improved. | 1 Jul 2017<br><br>(1 Jul 2018 to test indicators) | Director, EAP |
| 3 | GBRMPA has a plan that will enable all ANAO and LTSP recommendations to be completed within the specified timeframes (for future actions beyond 2020) | Implementation Plan for responding to ANAO findings & LTSP is endorsed and resources are allocated. | GM decision<br><br>Audit Committee meeting minutes / reports | No project plan or specific resourcing exists. | Plan approved by GM and implementation is resourced | 15 Jan 2020 | Director, EAP |

## Project Plan (Revision O)

## ATTACHMENT B-WORK BREAKDOWN STRUCTURE

The Work Breakdown Structure is constantly under refinement in Microsoft Project, which cannot be uploaded onto The Dock. A screenshot of the latest version (19 October 201.5) is below. NOTE no changes have yet been made to this schedule to reflect 3 contracts. These updates will be made once contractors are engaged and have presented their proposed milestones.

| Task Na.◆ | Duration | Start | Finish | PreM<Hsors | Complitt. | Hom |
|---|---|---|---|---|---|---|
| 0 | ─ Program Plan | 657 days | Fri 2/01/15 | Mon 24/07/17 | | 38'J, |
| 1 | ─ SCOPING | 3l days | Fri 2/01/15 | Fri 13/02/15 | | 100% |
| 2 | lleet with DOE and re"ew StralAss commilments. Aonl• responsibl11ies and deliwrabfes. | 20 days | Mon 19/01/15 | Fri 13/02/15 | | 100% |
| | Collate all relevant EPBC doaJments (plans. policies, guidelines etc) | 2l days | Fri 13/02/15 | ◆ | | 100% DOE list pnwided 23 llar 15. |
| 4 | Lfeel .... P S S - - • rol11& respGilSiblities. | 2days | Wed 21/01/15 | Tluu 22/01115 | | 100% |
| 5 | MHt wi'l Reef 2050 and agree roles & rosponsibltities. | 5days | llon 19/01/15 | Fri 23/01/15 | | 100% |
| 6 | l l e e l - Roof Recovery and agree roles & responsibilities. partia,larl)' for underwater Noise Guidelines and regtonal◆ed ecosystem huf111 lncl.-S . | 1 day | Tlu 22/01/15 | Tlu 22/01115 | | 100l. Initial meeting compleled, requires ongoing lolio....,p |
| 7 | -poqectpion1loralgnecl projocb lo idotltly 1YftergIH & lienters.Agrw EAP role h - - for-projocla. | 15days | -.111101/t5 | ◆ | | 100,, |
| | Inlegnlecl liontonno & Reporting OllRep)- Fergus | 1 day | Mon 19/01/15 | Mon 19/01/15 | | 100% Initial meeⱹng completed, requires ongoing foll.....,P |
| | C u m u l - lfflJldAssossment· Hayley Go,sudt | 1 day | Mon 19/01/15 | Mon 19/01115 | | 100% |
| 10 | Net Benolit Polley· Jason Vatns | 1 day | llon 19/01/15 | Mon 19/01115 | | 100ll |
| 11 | Standatds & Thresholds • Reef R..,_ry | 1 day | Mon 19/01/15 | llon 19/01/15 | | 100% Initial medng but too early-follow up later |
| 12 | Heritage Sntegy • Chloe Sd>aubleHiary Skeat | 1 day | Mon 19/01/15 | Mon 19/01115 | | 100% |
| lS | Incigenous Htntage Stralegy | 1 day | Mon 19/01/15 | Mon 19/01/15 | | 100% Initial meeting buttoo early. follow up taler |
| 1A | COmmunity Benefits •llargaret Goodl | 1 day | Tu‍t2-W2115 | ◆ | | 100% |
| | OatasharinglC<e-COtnmons-O...L-r1Dn | 1 day | TlKI 1203115 | ◆ | | 100ll. Initial meeting held· continue to liaise |
| 16 | B Project ion or B N • & | 93days | Fri 2/01/15 | Tue 1ZV5115 | | 100,, |
| 17 | Rf ,_& Incorporate f11dbad< tam EN' on proposed dillftrables | 1• days | Mon 23/02115 | Tlu 12/03115 | 7 | 100% Worl<shop25Febwith final comments <lie 1l Mar |
| U | Finalise partlal proJed plan (all e,uzepl ANAO) | 28 days | Fri 27/02/15 | Tue 7/04115 | 17 | 100% |
| 1ll | Endorsement fOm Director tor partial project plan | 5 days | Wed8/04/15 | Tue 1,/04115 | 18 | 100% |
| 2ll | GU endorsement of partial proJed plan | 10 days | Wtd 15l04115 | Tue 28/04115 | 19 | 100% |

# Project Plan (Revision 0)

| # | Task Name | Duration | Start | Finish | Predecessors | % Complete | Note |
|---|-----------|----------|-------|--------|--------------|------------|------|
| 21 | Review AHIC Issues Paper & Identify actions | 10 days | llon 4/05/15 | | | 100% | Issues Pape, mar be delayed past Easter |
| 22 | Feedback on identified m,..o actions -EAP. LSU? | 7<1ays | llon 18/05/15 | Tue 26/05/15 | 21 | 100% | |
| 23 | Incorporate m,..o actions into l)fOjedplan | 7 <ays | Wed 27/05/15 | Thu 4/06/15 | 22 | 100% | |
| 24 | Oiredor endorsement d updated projed.pllA | 7 days | Fri 5/06/15 | llon 15/06/15 | 23 | 100% | No updates required |
| 25 | Gll endorsement al update<I PR'fe<1Plin | 14 <ays | Tue 16/06/15 | Fri 3/07/15 | 24 | 100% | No updates required |
| 26 | Prepare & submit IIPA Board paper ouaining OYOal apl)IOadl and timelrames | 20 days | Wed 29/04/15 | Tue 26/05/15 | 20 | 100% | |
| 27 | IIPA Board meeting & ixx<I>Oafe Outcorr.cc | 7 <ays | Wed 15/07/15 | Thu 23/07/15 | | 100% | Delayed from June to July |
| 28 | | 15A pays | Fri 15/01/15 | Tue 25/08/15 | | 84% | |
| 29 | Draft & finalise communications plan | 15<1ays | Wed 15/07/15 | Tue 4/08/15 | 171 | 100% | |
| 30 | Prepare IIPA Board paper seeking approval to consult Round 1 | 10 <ays | llon 4/01/16 | Ell.IIIIIUII§ | 171 | 100% | |
| SI | Director apP<ovel al IIPA Board paper | 5 days | Mon 3/08/15 | Fri 7/08/15 | | 100% | |
| 52 | Gll - - alIIPABoard - | 5 days | Mon 10/08/15 | Fri 14/08/15 | 31 | 100% | |
| 53 | Sepl 2015 IIPABoant meeting - Approval to consult Round 1 | 10 <ays | llon 14/09/15 | Fri 25/09/15 | | 100% | Fixed dale |
| 54 | Draft Consultation Document | 25<1ays | Wed 15/07/15 | Tue 18/08/15 | 171 | 100% | |
| 55 | Develop costings with DOE DeReg | 25<1ays | Wed 15/07/15 | Tue 18/08/15 | 171 | 100% | |
| 56 | EN' and T&S teedbac< on Draft consultallon Document | 10<1ays | Wed 19/08/15 | Tue 1/09/15 | 34 | 100% | |
| 57 | Dired0< appr<Mll al Draft consultation DoaJment | 5 days | Wed 2/09/15 | Tue 8/09/15 | 36 | 100% | |
| 58 | Broader GBRMPA & OPWS leedbac< on DrdC<>nsuitallon Document | 10 days | Wed 9/09/15 | Tue 22/09/15 | 37 | 100% | |
| 59 | Gll - - alfinllt eons.-on Document & lln ...., | 4days | Wed 23/09/15 | Mon 28/09/15 | 38,37 | 100% | |
| 40 | Graphics on Consultation Doa,ment | 7<1ays | Tue 29/09/15 | Wed7/10/15 | 39 | 100% | |
| 41 | Prepare matertals (WebsHe led. email templates. etc) | 30 days | Wed 19/08/15 | Tue 29/09/15 | 171,3" | 100% | |
| 42 | Organise wort<shop & Intimal seminar logisacs | 20<1ays | Wed 2/09/15 | Tue 29/09/15 | 29,36 | 75% | |
| 45 | Director approval of Comms Plan & final materials | 5 days | Thu 8/10/15 | Wed 14/10/15 | 41,40 | 100% | |
| 44 | Minister approval al consuhtion brief | 15 days | Tue 29/09/15 | Mon 19/10/15 | 39 | 100% | |

| # | Task Name | Dunrtlor | start | Finish | Predecesso,s | % Complete | Not8 |
|---|-----------|----------|-------|--------|--------------|------------|------|
| 45 | CONSULTATION - ROUND 1 | | Fri 16/01/15 | | | 21% | |
| 46 | Ellemat consultation period | 44days | Tue 20/10/15 | Fri 18/12/15 | 43,44 | 5% | |
| 47 | Internal consullallon sessions | 40 days | Wed 9/09/15 | Tue 3/11/15 | 37 | 50% | |
| 48 | Consultation SUrMIBrj' & proposed responses | 20 days | Mon 21/12/15 | Fri 15/01/16 | 46 | 0% | |
| 49 | DEVELOP DRAFT POLICY & GUIDELINES | | Fri 16/01/15 | | | 51% | |
| 50 | 8 EIM Polley | | Fri 16/11/15 | | | | |
| 51 | Prepare 1st draft | 40 days | llon 16/03/15 | Fri 8/05/15 | 17 | 100% | |
| 52 | Feedback on 1st draft | 27 days | Mon 11/05/15 | Tue 16/06/15 | 51 | 100% | |
| 53 | Prepare 2nd draft | 20 days | Wed 17/06/15 | Tue 14/07/15 | 52 | 100%, | |
| 54 | Feedback on 2nd draft | 10 days | Wed 15/07/15 | Tue 28/07/15 | 53 | 100%, | |
| 55 | Prepare 3rd draft | 10days | Wed 29/07/15 | Tue 11/08/15 | 54 | 100% | |
| 56 | Feedback on 3rll drall-EN', GBRIIPA. aPWS | 30 days | Wed 12/08/15 | Tue 22/09/15 | 55 | 100%, | |
| 57 | Prepare 4111 drall | 15 days | Wed 23/09/15 | Tue 13/10/15 | 56 | 25% | |
| 58 | Update based on Round 1 consultation | 10 days | Mon 18/01/16 | Fri 29/01/16 | 48 | 0% | |
| 59 | Feedback on 4111 draft-EN', GBRMPA. QPWS | 10 days | Mon 1/02/16 | Fri 12/02/16 | 58 | 0% | |
| 60 | Diredor approval | 10days | Mon 15/02/16 | Fri 26/02/16 | 59 | | |
| 61 | E Guidelnes for Applicallons | 193days | Wed 17/06/15 | Fr111/03/16 | | | |
| 62 | Prepare 1st draft | 70days | Wed 17/06/15 | Tue 22/09/15 | 17,52 | 75% | |
| 63 | Feedback on 1st draft | 20 days | Wed 23/09/15 | Tue 20/10/15 | 56 | 0% | |
| 64 | Prepare 2nd draft indudlng outcomes from Round 1 consurtaaon | 10 days | Mon 18/01/16 | Fri 29/01/16 | 63,48 | 0% | |
| 65 | Feedback on 2nd draft | 20days | Mon 1/02/16 | Fri 26/02/16 | 64 | 0% | |
| 66 | Prepare 3rd draft | 5days | Mon 29/02/16 | Fri 4/03/16 | 65 | 0% | |
| 67 | Dired0< approval | 5days | Mon 7/03/16 | Fri 11/03/16 | 66 | 0% | |
| 68 | B Guidelines for Assessments - Part 1 | 1 day | Fr116/11/15 | Fri 16/11/15 | | 68% | |
| 69 | Compare GBRMPA deliverables against EPBC documents and identify Where each EPBC document would be applied. | 20 days | Tue 7/04/15 | | | 100%, | |
| 70 | Prepare 1st draft -Assessment Criteria | 90days | Fri 13/03/15 | Thu 16/07/15 | 17 | 100%, | |
| 71 | Feedback on 1st draft- Assessment Cliteria | 32days | Frt 17/07/15 | Mon 31/08/15 | 70 | 100% | |
| 72 | Prepare 2nd draft-All sections - Induding outcomes from Round 1 consultation | 20days | Mon 15/02/16 | Frt 11/03/16 | 59,48 | 25% | |
| 73 | Feedback on 2nd draft-Alt sections | 30 days | Mon 14/03/16 | Frt 22/04/16 | 72 | 0% | |
| 74 | Prepare 3rd draft (after policy | 15days | Mon 25/04/16 | Fri 13/05/16 | 73,48,60 | 0% | |

# Project Plan (Revision O)

| | | | Duration | Start | Finish | Predecessor | Notes |
|---|---|---|---|---|---|---|---|
| 76 | 8 | Guidelines for Assessment · Part 2 | 341 days | Fit 1601115 | Fit 605116 | | |
| 77 | 8 | Vun, calegoly secilOns ind Risk lllbles | 250days | Tue 17/03115 | llon 2902116 | | |
| 78 | | Draft value rramewor1< for other teams to CX>mplae | 20 days | Tue 17/03115 | Mon 1304115 | 17 | 1001t, |
| 79 | | EN' feedback on value t a m - | 11 days | Mon 2004115 | Mon 4/05115 | 78 | 1001t, |
| 80 | | Finalise value framewor1<for otllerteams | 5days | Tue 505115 | Mon 11/05115 | 79 | 1001t, |
| 81 | | Meet with other teams to uplain tile framewolk & request CX>mplaton | 40 days | Tue 12/05115 | Mon 6/07/15 | 80 | 1001t, |
| 82 | | RecelYe value frameworCSbad< from other teams - rner. disruss. redraft with their Input | 90 days | Tue 7/07/15 | Mon 9111115 | 81 | 251t. |
| 83 | | Analise value category sections & risk tables and seek teams' rel.iew | 60 days | Tue 10/11/15 | Mon 102116 | 82 | Ot |
| 84 | | InCOU)crate teams'feedbad< and finalise value assessment guidelines | 20 days | Tue 202116 | Mon 2902116 | 83 | Ot |
| 85 | 8 | Acilvlly sections | 191.3 days | Fit 1601/15 | Mon 12110/15 | | 201t, |
| 86 | | Prepare 1st draft - example lorma1 | 15 days | Wed 1507/15 | Tue 4/08/15 | 53 | 1001t, |
| 87 | | Feedback on 1st draft· example format | 25 days | Wed 5/08/15 | Tue 809115 | 86 | 1001t, |
| 88 | | Prepare 2nd draft- priortt, adivilles | 100 days | Wed 909115 | Tue 26/01/16 | 87 | 0% |
| 89 | | Ftodback on 2nd drall · p<b<lly actMties | 40 days | Wed 27/01/16 | Tue 2203116 | 88 | Ot |
| 90 | | Finalise activity sections | 20 days | Wed 2303116 | Tue 1904/16 | 89,60 | Ot |
| 91 | 8 | Location sections | 299 days | Tue 17/03115 | Fit 605116 | | 671t, |
| 92 | | Prepare 1st draft | 100 days | Tue 17/03115 | Mon 3/08/15 | 17 | 1001t |
| 9' | | Fttdback on 1st draft | 20 days | Mon 2902116 | Fit 2503116 | 92,87,65 | Ot |
| 94 | | Prepare 2nd draft | 10 days | Mon 2803116 | Fit 804116 | 93,60 | Ot |
| 95 | | FHdbad< on 2nd draft | 15 days | Mon 1104116 | Fit 29/04/16 | 94 | (11t, |
| 96 | | Finalise location sections | 5days | Mon 205116 | Fit 605116 | 95 | OI 1/t |
| 97 | | − Prepare for Round 2 consultation | | | | | |
| 98 | | ☐ Prepare overall final consultation package | 38days | Mon 3005116 | wea♦-a111s | | 01, |
| 99 | | Orafting & consolidating | 5days | Mon 3005116 | Fit 306/16 | 67,84,96,75 | Ot |
| 100 | | Manager rNew | ]days | Mon 606/16 | Wed 8/06/16 | 99 | Ot |
| 101 | | Feedbad< on 1st draft package | 15 days | Thu 906/16 | Wed 2906/16 | 100 | Ot |

| | Task Name | Our.tlor | Stllrt | Fintsh | Predecessor: | " conjllot,, | Hoties |
|---|---|---|---|---|---|---|---|
| 102 | Prepare 2nd draft package | 5days | TfU 3006/16 | Wed 607116 | 101 | | ♦ |
| 105 | Feedback on 2nd ciral pad<age | 10 days | Thu 7/07/16 | Wed 2007/16 | 102 | | Ot |
| KM | Prepare MFA Board paper seeking apprpval to CX>r8.f | 5days | llon 2504116 | Fit 29/04tl6 | 60,65. 73 | | Obb |
| 105 | Director approval or MFA Board paper | 5days | Mon 205116 | Fit 605116 | 104 | | Ot |
| 106 | Gii aP()lOlel of MFA Board paper | 5days | Mon 905116 | Fit 1305116 | 105 | | (11t, |
| 107 | June 2016 WFA Board meeling - Appµ111 to conaua on policy & | 7 days | Mon 1306/16 | Tue 2106116 | | | O'1f.Fileddale |
| 1(18 | Prepare 3rd draft package | 5days | Thu 2107/16 | Wed27/07/16 | 108 | | Ot |
| 109 | Prepare &sub>rnn Gii brief & Mn brief | 5days | Thu 2807/16 | Wed3/08/16 | 108,107 | | Obb |
| 110 | Director approval | 5dayS | Thu 4/08/16 | Wed 1008/16 | 109 | | Obb |
| 111 | Gii approval | 5days | Thu 1108/16 | Wed 17/08/16 | 110 | | (11t, |
| 1 U | Minister applJY31 to consult | 15 days | Thu 1808/16 | Wed 7/09/16 | 111 | | Ot |
| u., | Analise comms materials, logisacs & web>sne updates | 5 days | Thu 1108/16 | Wed 17/08/16 | 110,107,33 | | Ot |
| 114 | − CONSULT ON DRAFT GUIDELINES & POLICY | 70 days | Thu 18/08/16 | Wed 23/11/16 | | | 0% |
| 115 | t.Jlemal c o n s ♦ period soa.,, | | Thu 1808/16 | Wed2G111116 | 113 | | 0% |
| 116 | WtmalCONIUllalonHHions | 50days | TfU 1808/16 | Wea 26/10/16 | 111 | | 0% |
| 117 | Consualion summary & proposed riSponsH | 20days | Thu 27110/16 | Wed23111n6 | 115 | | 0% |
| 111 | − FINALISE EfiF POLICY | 84 days | Thu 24/11/16 | Tue 4/04/17 | | | 0% |
| U9 | Re-drall | 20days | Thu 24111116 | Wed21112116 | 117 | | Ot |
| 120 | Feellladt on re-dhl | 30days | Thu 2212116 | Wed 102117 | 119 | | Ot |
| 121 | Re-aaft | 5days | Thu 202117 | Wed8102117 | 120 | | Ot |
| 122 | Prepare IIPA Board paper seeking approval or Polcy | 10 days | TfU 2212116 | Wed4/01117 | 119 | | (11t, |
| 125 | Director approv.ll of MFA Board paper &Policy | 5days | Thu 501117 | Wed 1101117 | 122 | | Ot |
| 124 | CII appnwal ofMPABoard paper & POUcy | 10days | Thu 902117 | Wed 2202117 | 123,121 | | 0% |
| 125 | Mard12017 MPABoaRI mee11ng Approal offinal Poliq | 7days | Mon 1303117 | Tue 2103117 | | | (11t, Fileddale |
| 125 | Finalise Poly | 10days | Wed 2203117 | Tue 4.D4117 | 125 | | 0% |
| U7 | − SEEK -sml'SAI'PIIO¥AI FOR CUSS Of ACTIONS | | 11o11-,1nll | T · 1 M J1e | | | 0% |
| 121 | ConAm1-. DOE♦liislo$ have been a4equatelycompleted | 5days | Mon l11f11n♦ | Fit 411215 | SS | | Ot |
| 129 | Oral Mlisle♦al brtll (or letter Nom Chair D Minister) seeldng approval and submit | 5days | Mon 2803116 | Fit 104116 | 215 | | Ot |

# Project Plan (Revision 0)

| ID | Task Name | Duration | Start | Finish | Predecessors | % Complete | Notes |
|---|---|---|---|---|---|---|---|
| 130 | Diredor approval ol brief/letter | 5days | Mon 4/04/16 | Fri 8/04/16 | 129 | 01, | |
| 131 | GM approval ol brief/letter | 10 days | Mon 11/04/16 | Fri 22/04/16 | 130 | 01, | |
| 132 | Chainnan approval of brief/letter | 15 days | Mon 25/04/16 | Fri 13/05/16 | 131 | 01, | |
| 155 | Minister approval | 40 aays | Mon 16/05/16 | Fri 8/07/16 | 132 | 01, | |
| 154 | Develop communications strategy | 10 days | Mon 16/05/16 | Fri 27/05/16 | 132 | 01, | |
| 135 | Implement communications strategy- wtbs;ha uplf♦s. m•db r ases, etc | 10 aays | Mon 11/07/16 | Fri 22/07/16 | 133 | OIL | |
| 156 | fIUU5( GUIIRIIU | 1 n-,. | n.1-,, | -1'MIII'\1 | | | |
| 137 | = Guidotinos lor ♦ s | 95days | Thu 24/11/M8 | Wed 5/04/17 | | | |
| 138 | Re-draft | 20 days | Thu 24/11/116 | Wed 21/12/116 | 117 | 01, | |
| 139 | Feedback on re-drall | 30 days | Thu 22/12/16 | Wed 1/02/17 | 138 | 01. | |
| 140 | Finalise | 30 days | Thu 23/02/17 | Wed5/04/17 | 139,124 | 01 | |
| 141 | E Guidelines for Assessments | 90 days | Thu 24/11/M6 | Wed 29/03/17 | 115 | | |
| 142 | Re-drall | 30 days | IIlu 24/11/116 | Wed4/01/17 | 117 | 01, | |
| 143 | Feedback on re-drall | 40 days | IIlu 5/01/17 | Wed 1/03/17 | 142 | 01, | |
| 144 | Finalise | 20 days | IIlu 2/03/17 | Wed 29/03/17 | 143,124 | 01 | |
| 145 | a eonsunaacy: Formatting & presents lion | 223 days | Thu 18/08/16 | Mon 26/06/17 | | | |
| 146 | Prepare ·consultant brief | 15 days | IIlu 18/08/16 | Wed7/09/16 | 111 | 01, | |
| 147 | Proauement | 50 days | IIlu 8/09/16 | Wed 16/11/M6 | 146 | 01. | |
| 148 | Inception meeting & pr<Nide materials 'b consunant | 10 aays | IIlu 2/03/17 | Wed 15/03/17 | 143,147 | 01, | |
| 149 | Consultant prepares 1st draft | 20 days | IIlu 16/03/17 | Wed 12/04/17 | 148 | 01, | |
| 150 | ProJed team comment on 1st draft | 20 days | IIlu 13/04/17 | Wed 10/05/17 | 149 | OIl | |
| 151 | Consuftant prepares 2nd draft | 10 days | IIlu 11/05/17 | Wed 24/05/17 | 150,239 | 01, | |
| 152 | EN' consublion on 2nd draft | 10 days | IIlu 25/05/17 | Wed7/06/17 | 151 | 01, | |
| 153 | Projed team comment on 2nd draft | 3 aays | IIlu 8/06/17 | Mon 12/06/17 | 152 | 01, | |
| 154 | Consultant submifs final outputs | 1o-days | Tue 13/06/17 | Mon 28/06/17 | 153 | OIl | |
| 155 | 5CCJllf REG - , , Y 5 | 11-,. | 1111112U'1$ | Fri 29/05/15 | | 2 | |
| 156 | Seek GBRMPA Input on suggested R1gamenclmlnls | 27 days | IIlu 12/02/15 | Fri 20/03/15 | | 10011, | |
| 157 | Filter suggesllons with EN' & LSU, Dtswss wilh olher teams | 25days | Mon 23/03/15 | Fri 24/04/15 | 158 | 10011, | May need 2-part fittering - 1st Intemal, 2nd >HI{:) |
| 158, | a Drafting Phase | 25deys | Mon 27/114/15 | Fri 29/05/15 | | 100,, | |
| 159 | Draft Reg overview & present to BMC | 21 days | Mon 27/04/15 | Mon 25/05/15 | 157 | 10011, | |
| 160 | EIIG - - (Ihrougll M P) to ♦ Regs arneodmentl | 5days | Mon 25/05/15 | Fri 29/05/15 | | 10011. Approved 5ep 2015 MPA |

| ID | Task Name | Duration | Start | Finish | Predecessors | % Complete | Notes |
|---|---|---|---|---|---|---|---|
| 161 | RIS Preliminary Assessment | 1 day | Fri 2/10/15 | Fri 2/10/15 | | 100% | |
| 162 | Work through RIS Steps 1-3 (Problem. Neeel. Options) | 20 Clays | Mon 4/05/15 | Fri 29/05/15 | | 100% | |
| 163 | Seek fee<lbaek from worlcing group on RIS steps 1-3 & Incorporate | 20 Clays | Mon 1/06/15 | Fri 26/06/15 | 162 | 100% | |
| 164 | Seek feeelbaek from DOE DeReg on RIS Steps 1-3 & Incorporate | 6Clays | Mon 1/06/15 | Mon 8/06/15 | | 100% | |
| 165 | Prepare RIS Preliminary Assessment | 3Clays | Mon 8/06/15 | Wee! 10/06/15 | 164 | 100% | |
| 166 | Seek feeelbaek from worlcing group on RIS Preliminary Assessment & Incorporate | 3Clays | Mon 8/06/15 | Wee! 10/06/15 | 164 | 100% | |
| 167 | Director approval of RIS Preliminary Assessment | 2 Clays | Thu 11/06/15 | Fri 12/06/15 | 165 | 100% | |
| 168 | Seek DOE DeReg feeelbaek on RIS Preliminary Assessment & incorporate | 5 Clays | Mon 15/06/15 | Fri 19/06/15 | 167 | 100% | |
| 169 | In-prindple GM approval of RIS Preliminary Assessment | 5 Clays | Mon 22/06/15 | Fri 26/06/15 | 168 | 10011, | |
| 170 | Final GM approval anel forward RIS Preliminary Assessment to DOE Cle-reg unn | 2Clays | Mon 29/06/15 | Tue 30/06/15 | 169 | 10011, | |
| 171 | Receive a<Moe baek from OBPR & inoorporatt | 10 Clays | Wee! 1/07/15 | Tue 14/07/15 | 170 | 10011, | |

*NOTE - RIS Activities made inactive (this is why task numbers skip at this point)*

# Project Plan (Revision O)

| | Task Name | Du...Uor ... | start | Finish | Predecessors | % Complete | Notes |
|---|---|---|---|---|---|---|---|
| 211 | − REG AMENDMENTS | 580d8ys | llon 12'0111 5 | Fri 3/03/17 | | 0% | |
| 212 | Prepare & submit March 2016 MPA Board paper summarising consultation outcomes & seeking approval Of preferred approach | 5days | Mon 1/02116 | Fri 5/02116 | 58 | 0% | |
| 213 | Director approval of MPA Board paper | 5days | Mon 8/02116 | Fri 12/02116 | 212 | 0% | |
| 2i4 | GM approval of MPA Board paper | 5days | Mon 15/02116 | Fri 19/02116 | · 213 | 0% | |
| 215 | MPA Board meeting - h prindple approval offinal pdPcy Intent & preferred approach | 10 days | Mon 14/03116 | Fri25/03116 | | 0% | Fixed dale |
| 216 | Complete a ministerial brief to seek in-Principle approval from Minister | 5days | Mon 28/03116 | Fri 1/04116 | 215 | 0% | |
| 217 | LSU approval of Min brief | 10 days | Mon 4/04116 | Fri 15/04116 | 216 | 0% | |
| 218 | Director approval of Min brief | 5days | Mon 18/04116 | Fri 22/04116 | 217 | 0% | |
| 219 | GM appruyal of Min brief | 10 days | Mon 25/04116 | Fri 6/05116 | 218 | 0% | |
| 220 | Chair approval of Min brief | 10 days | Mon 9/05116 | Fri 20/05116 | 219 | 0% | |
| 221 | Recalve In-principle approval from Min to proceed wilh Chllling leglslaaon | 40 days | Mon 23/05116 | Fri 15/07/16 | 220 | 0% | |
| 222 | LSU prepares ExCo Leglslative Instrument Bid | 5days | Mon 12'01/15 | Fri 18/01t15 | | C5 | No spedicdala-depends on aco |
| 223 | Prepare written Instructions for LSU for llle Reg amendments | 14 days | Mon 28/03116 | Thu 14/04116 | 215 | 0% | |
| 224 | otredor approval of Instrudlons | 7days | Fri 15/04116 | Mon 25/04116 | 223 | 0% | |
| 225 | GM approval of Instructions | 14 days | Tue 26/04116 | Fri 13/05116 | 224 | 0% | |
| 226 | LSU prepares OOflting instructions and sends to OPC | 20 days | Mon 18/07/16 | Fri 12/08/16 | 225,221 | 0% | |
| 227 | LSU liaises wilh OPC to draft llle amendment | 40 days | Mon 15/08/16 | Fri 7/10/16 | 226 | 0% | |
| 228 | Prepare GM brief seeking approval of draft amendment | 5days | Mon 10/10/16 | Fri 14110/16 | 227 | 0% | |
| 229 | DIrector(s) endorse draft amendment | 13 days | Mon 17/10/16 | Wed 2111/16 | 228 | 0% | |
| 230 | GMs {CBRO & BCSU) endorse draft amendment | 20 days | Thu 3/11/16 | Wed 30/11/16 | 229 | 0% | |
| 291 | LS prepare any ad4ittonal documents required such as anatory docs and statemeni of compatabilltf | 20 days | Thu 1/12116 | Wed 28/12116 | 230 | 0% | |
| 292 | LS prepare Chairman Briefing & Ministerial Submission, requesttng approval of legislative amendment package | 20 days | Thu 29112/16 | Wed 25/01/17 | 231 | 0% | |
| 293 | GBRMPA Canberra office arrange lodgement with Federal ExecutiYe Council (ExCo) | 5days | Thu 26/01/17 | Wed 1/02117 | 232,210 | 0% | |
| 234 | ExCo 1111 ting and approval | 10 days | Mon 6/02117 | Fri 17/02117 | 233 | 0% | Fixed dale |
| 235 | Once approved, LS arrange from reg amendments and explanatory documents to be registered on llle Federal Register of Legislative Instruments | 10 days | Mon 20/02117 | Fri 3/03117 | 234 | 0% | |

24

## Project Plan (Revision O)

| | T11skN11mi, | Dunttia | start | Rnlsh | Predecessors ... | " Complete | Notes |
|---|---|---|---|---|---|---|---|
| 236 | – GM APPROVAL OF GUIDELINES ETC | 30 days | Thu 30/03/17 | Wed 10/05/17 | | 0% | |
| 237 | Director approval | 10 days | Thu 30/03117 | Wed 12/04117 | 144 | 0% | |
| 238 | GM brleflbrieflng (Inducing prep Ume) | 10 days | Thu 13/04117 | Wed 26/04117 | 237 | 0% | |
| 239 | Incorporate any dlanges required by GM & final GM apprIW'al | 10 days | Thu 27/04117 | Wed 10/05117 | 238 | 0% | |
| 240 | – PREPARIIG fOR mPLBIEJITATICN | 10,dllys | ThU210ll17 | Mon 241117117 | | 0% | |
| 241 | Prepare draft Implementation Plan induding Comms Plan | 10 days | Thu 13/04117 | Wed 26/04117 | 221,237 | 0% | |
| 242 | Director/SMF approval of Implementation Plan | 10 days | Thu 27/04117 | Wed 10/05117 | 241 | 0% | |
| 243 | GM approval of Implementation Plan | Sdays | Thu 11/05117 | Wed 17/05117 | 242 | 0% | |
| 244 | Final website updates | 10 days | Tue 27/06/17 | Mon 10/07/17 | 239,154 | 0% | |
| 245 | Internal training for EAP staff- Round 1 | 30 days | Thu 11/05117 | Wed 21/06117 | 239,230 | 0% | |
| 246 | Assisi A&P with updating business procedures & templates | 60 days | Thu 2/03117 | Wed 24/05117 | 143 | 0% | FIxed date |
| 247 | Assisi PSS with updating business procedures & templates | 60 days | Thu 2/03117 | Wed 24/05117 | 143 | 0% | Rxeddate |
| 248 | 2 x Internal Info sessions for non-EAP GBRMPA staff | 10 days | Tue 11/07117 | Mon 24/07/17 | 243,244, 154 | 0% | |
| 249, | Internal training ror EAP staff- Round 2 | 20 days | Tue 27/06117 | Mon 24/07/17 | 246,247.154 | 0% | |
| 250 | Eldemal information campaign | 20 days | Thu 25/05117 | Wed 21/06/17 | 234,239.243,15" | 0% | |
| 251 | IMPLEMENTATION TARGET DATE | 1 day | Sat 1/07/17 | Sat 1/07/17 | | 0% | |

**Project Pian** (Revision O)

## ATTACHMENT C - RISK ASSESSMENT & TREATMENT PLAN

### Part 1: Activity Identification and Context Analysis

| Activity Name | PERMISSION SYSTEM ENHANCEMENT PROJECT | Deliverable | Multiple – refer project plan |
|---|---|---|---|
| Type of activity | Project | Branch | BCSU-EAP |
| Date of risk analysis | 20 Jan 2015 | Duration of risk analysis: Project duration | Project Sponsor: Kirstin Dobbs | Signature |
| Objective | Enhance the permission system in response to Program Report and ANAO findings | Key Stakeholders | Dept of Environment, QLD agencies, applicants & permittees |
| External Environment Context | OLD election - 31 Jan 2015. UNESCO decision on whether to list GBR "in danger" - May 2015. Reef2050 LTSP launched March 2015 | | |

### Part 2: Risk Assessment and Treatment Plan (Please refer to the Risk Assessment Matrix to complete this section)

| # | IDENTIFICATION | | | ANALYSIS | | | TREATMENT | | |
|---|---|---|---|---|---|---|---|---|---|
| | Risk | Impact | Sources of the risk | Inherent risk rating | | | Proposed risk treatments | Who is responsible for implementing the treatment? | Target risk rating |
| | | | | Consequence | Likelihood | Rating | | | |
| 1 | Aligned projects are delayed | Project timeframes unable to be met | Resourcing constraints / Approvals barriers / Emerging higher priorities / Unrealistic timeframes (more resources will not resolve some of this risk) | Major | Likely | HIGH | Stay updated on progress of aligned projects and seek to work in parallel as much as possible. Advise EMG of flow-on impacts to this project. | Project manager | HIGH |
| 2 | Critical resource constraints | Project timeframes unable to be met | Resourcing constraints | Major | Likely | HIGH | Early identification of resource gaps & raise with project sponsor. | Project manager | MEDIUM |
| | | | | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | |

**ATTACHMENT D - <span style="color:blue">ISSUES REGISTER</span>**

**ATTACHMENT E - <span style="color:purple">SCOPE CHANGE REGISTER</span>**

# ATTACHMENT  D


# ISSUES REGISTER

| | ISSUE | | | | | STATUS | RESPONSE | | |
|---|---|---|---|---|---|---|---|---|---|
| # | Qu'!'stion I Description | For whom | Date raised | By ·whom | Action officer & action | | Response I Action I Resolution | By whom | Date |
| 15 | Implementation process once approval is granted, including {a) transitional arrangemenlS, (b) consultation/notification of changes to public | DOE | 12-Feb-15 | RER | Standing agenda item for DOE catch-ups | Open | | | |
| 16 | Need to clarify between DOE & GBRMPA the approval process and format. For example, what evidence is required by DOE of achievemenVprogression on commilmenlS? | DOE | 13-Feb-15 | RER | Waiting response from Viki Press on proposal sent to her 8 July 2015 | Open | Cross-reference Issue 14. | | |
| 27 | Consider any implications of deregulation initiative •"accepting trusted international standards" | ADEP | 15-Apr-15 | KD | 15 Apr 15-Too early to consider implications, not enough detail available. Include as agenda item for DOE catch-up. | Open | | | |
| 28 | Leases in C'th Marine Park - This was raised with DNRM but remains an outstanding issue which will cause more problems in future. Someone needs to explore this, but not sure it's in scope for ADEP. | EAP | 17-Apr-15 | RER | Raised with GM on 21 May. He will raise again with OLD at Strategy Group. Raised at Board meeting 15 July 15 - awaiting response through Office of GBR 3Nov15 • include idea of non-exclusive leases in contract scope for Managing Facilities. | Open | | | |
| 34 | How to consider climate change? LTSP says •"Decisions take into consideration information on the current and emerging risks associated with climate change.' Also links this to CIA· "EHA 19 Develop guidelines for assessing cumulative impacts (including climate change pressures) on matters of national environmental significance including ecosystem and heritage values in the World Heritage Area." | ADEP | 25-May-15 | RER | 26Oct15 - Tasked to AD to compile background info and options | Open | | | |
| 35 | LTSP • GA 16 Develop and implement a standard framework to conduct evidence-based risk assessment. – Standard with who? QLD? DOE? All? Who leads? | Reef 2050 | 25-May,-15 | RER | Discuss with Reef 2050 and DOE | Open | | | |
| 36 | Deemed applications under EPBC • when lapsed by Dept. not clear how we get them off our books. | EAP | 29-May-15 | KE | RER to look at legal advice that KE is requesting | Open | | | |
| 37 | Part 5.4 • Need discussion across GBRMPA about how these are managed. Should EAP assess all proposed mgmt actions for environmental impact? Should GBRMPA be required to have permits? CurrenUy inconsistent. | Director EAP | 30-Jul-15 | RER | Director to discuss with other directors. Raised at 7 Aug ADEP Managers Workshop· for discussion at SMT? | Open | | | |
| 38 | What is commercial activity? Increasing overlap between research/education & commercial activities to fund them. | ADEP | 30-Jul-15 | RER | Review existing legal advice and potentially seek new legal advice. Incorporate conclusions into guidelines. 29Oct15. Tasked to Tina Alderson. | Open | | | |
| 39 | From discussion with Josh & Bronwyn on 6 Aug 2015 • Permit assessment needs a tiered or hierarchial approach to considering impacts on values. Biodiversity, cutural and heritage values are the top tier. ff there are unacceptable impacts on these, the activity should not be approved. The next tier is community benefits, with a focus on evaluating and managing competing benefits - but only for those activities which do not fall over at the first hurdle. We should never be in a position of trying to weigh up, for example, biodiversity values directly aaainst social values. | ADEP | 7-Aug-15 | RER | Consider how to incorporate this into Policy & Guidelines • potentially Regs under assessment criteria? | Open | | | |
| 40 | Should we incorporate (or, how do we Incorporate) confidence ratings for information Into permit assessments? Raised at 6 Aug 2015 discussion with Josh & Bronwyn. | ADEP | 7-Aug-15 | RER | Consider in review of Risk Mgmt Framework. 3Nov15 • include in contract scope for Risk Assessment Framework review. | Open | | | |
| 41 | Use or entry of the Marine Park - Need some principles, for example plume from river isn't until ii combines with plume caused by activity in the park. Dredging example •can "use" the MP without entering it - sucking sand from just over the boundary and out of the MP | ADEP | 10-Aug-15 | RER | Seek legal advice & incorporate into policy | Open | | | |
| 43 | Notification approvals •What are they and what purpose do they serve? Is there a more streamlined wav to achieve the same purpose? | ADEP | 25-Sep-15 | RER | TA to consider. On agenda for 6Nov15 manaaers workshoo. | Open | | | |
| 44 | | | | | | | | | |

# CLOSED ISSUES

| | ISSUE | | | | | STATUS | RESPONSE | | |
|---|---|---|---|---|---|---|---|---|---|
| # | Question I Description | For whom | Date raised | By whom | Action officer & action | | Response I Action I Resolution | By whom | Date |
| 2 | EPBC has 5 levels of assessment. Does DOE expect GBRMPA to replicate these 5 levels of assessment? Or harmonise? | DOE | 5-Feb-15 | RER | | Closed | Not required to replicate. Harmonisation is desirable, but not required. | Viki Press & Charlie Brister | 13-Feb-15 |
| 3 | What's the status of the 2009 Hawke review of EPBC? Are any recommendations being acted on? Specifically, in the 2009 Hawke review one recommendation was. for those matters deemed to have significant impact on MNES, to allow the Minister to also consider all other impacts when making a decision. I think this recommendation was not supported in RIS report. What is status? | DOE | 4-Feb-15 | RER | | Closed | Deemed not relevant to the current scope of work. | RER&KD | 13-Feb-15 |
| 4 | EPBC uses a complex cost recovery mechanism. Can DOE give us an update on how this is working, and does DOE expect GBRMPA to replicate or harmonise with this cost recovery mechanism? What about the exemption for individuals and small businesses? How would we avoid (and how does DOE avoid) a person applying for permission then transferring that permission to a company later? | DOE | 6-Feb-15 | RER | | Closed | Not required to replicate or harmonise. GBRMPA free to pursue its own cost recovery mechanisms. | Viki Press & Charlie Brister | 13-Feb-15 |
| 5 | EPBC uses different language to GBRMP, eg "referral" instead of "application" and "approval" rather than "permission." To what extent are we seeking to harmonise terms to streamline and simplify our processes for clients? I se this as in the 5+ year timeframe and would require changes to primary legislation. If GBRMPA terms were to change, this would also potentially require changes to the Zoning Plan. | DOE | 5-Feb-15 | RER | | Closed | Not required to replicate or harmonise. GBRMPA to use its own terms. | Kirstin Dobbs | 12-Feb-15 |
| 6 | EPBC has a referral stage which is not explicitly captOred in GBRMPA process (although it is similar to our preliminary assessment upon receipt of an application to determine assessment level). Notably, the EPBC process includes public advertisement and consideration of public comments about the level of assessment. The Program Report commits GBRMPA to publicly advertising applications, but it is silent on whether/how GBRMPA must accept public comments or consider them in the determination of (a) whether the proposal is likely to impact on MNES and (b) the appropriate level of assessment. Need to clarify expectations. | DOE | 5-Feb-15 | RER | | Closed | EPBC does not explicitly consider public comments at referral stage, it's simply that the proposal is publicly advertised. No need for GBRMPA to seek comments or to incorporate comments at the stage of determining assessment level. | Viki Press & Charlie Brister | 13-Feb-15 |
| 7 | A number of Program Report commitments (for example, C3) require GBRMPA to consider MNES. It's not clear whether this is only required when GBRMPA is acting under accreditation (assessing under EPBC for matters wholly within the GBRMP), or whether this is required for all applications. Specifically, if DOE is still assessing under EPBC (the majority of situations - where actions are in both State and C'lh waters), isn't it duplication for GBRMPA to conduct this same assessment? Also, if this applies to all applications (not just those that meet significant MNES trigger), need to check how this would align with QPWS assessment crite'ria. | .DOE& Reef 2050 | 5-Feb-15 | NB | | Closed | GBRMPA only required to consider MNES when EPBC is switched off. | Viki Press & Charlie Brister | 13-Feb-15 |
| 8 | How are we to consider impacts on community benefits derived from the environment? Does adequate info already exist on this in StratAss? If not, who is leading the development of tools/frameworks for impacts on community benefits? Is this part of SIA Guidelines | Reef2050 | 5-Feb-15 | RER | RER - Meet with MG to clarify her scope of work | Closed | Incorporate Reef 2050's SIA and Aesthetic Guidelines into our project | Marg Gooch | 24-Feb-15 |

# CLOSED ISSUES

| | ISSUE | | | | | STATUS | RESPONSE | | |
|---|---|---|---|---|---|---|---|---|---|
| # | Question I Description | For whom | Date raised | By whom | Action officer & action | | Response I Action I Resolution | By whom | Date |
| 9 | At what stage will we do Regulation Impact Statement (RIS)? | Sponsor | 5-Feb-15 | RER | RER - Discuss with A B & K D | Closed | Single RIS for Reg amendments, EIM Policy, & guidelines | Kirstin Dobbs | 13-Mar-15 |
| 10 | Can DOE provide a list/table compiling all the documents referred to in Program Report commitments (eg, Recovery Plans, DOE 2 rocedures) with hyperlinks | DOE | 5-Feb-15 | NB | DOE - Viki Press | Closed | List provided | Nikki Ward | 22-Mar-15 |
| 11 | Are we incorporating all the Program Report commitments in the MNES chapter (Part C) only for assessments that would trigger EPBC and are wholly within GBRMP? Or more generally for all assessments? | DOE & Sponsor | 9-Feb-15 | RER | | Closed | Consolidated with Issue 7 | RER | 12-Feb-15 |
| 12 | Are we seeking approved class of actions for the entire GBRMP, or only C'th waters within GBRMP? How does this work if QLD does/doesn't support approvals bilat? | DOE | 9-Feb-15 | KO | | Closed | If QLD Approval Bilal is granted, GBRMPA to seek approval for actions wholly within GBRMPA excluding State waters. If QLD Approval Bilal is not granted, GBRMPA to seek approval for actions wholly within GBRMP including State waters. | Viki Press, Charlie Brister & Josh Gibson | 13-Feb-15 |
| 14 | Approvals process, including: (a) Does approval have to wail until all commitments are delivered, or all Part C commitments? (b) What is the approval process and format? (c) For how long is the approval valid? For the term of the endorsed program (25 years)? (d) Do we need to seek new approval if we substantially change a policy, ciuideline or procedure? | DOE | 11-Feb-15 | KO | | Closed | (a) Must demonstrate significant progress/intent to achieve all Part C commitments. (b) To be determined - entered as separate issue in Issue Register. © No end date on approval. (d) No, provided we still comply with intent of Program Report/Strategic Assessment. | Viki Press & Charlie Brister | 13-Feb-15 |
| 24 | Remove 88V(7) | ADEP | 27-Mar-15 | MC | Transfer to Regs list | Closed | Moved lo Regs amendments suggestion list | RER | 30-Mar-15 |
| 20 | Notifying of permit decisions I gazettals | ADEP? PSS? | 26-Mar-15 | KO | Out of scope | Closed | Business procedure - doesn1 need to be in guidelines, except mentioned as standard procedure. PSS to lead. | RER | 9-Apr-15 |
| 21 | Revoke Structures Policy & replace with guidelines | ADEP | 26-Mar-15 | KO | Incorporate into project | Closed | Incorporated into project - See Phase 1 Actions list | RER | 9-Apr-15 |
| 13 | Does Commitment 02 (prudent & feasible alternatives) require a Regulation amendment, or can this be achieved through policy? Is policy strong enough, or do we want to enshrine ii in legislation as an explicit assessment criteria? Note - usually considered under 88R(a) - "take all reasonable steps to prevent or minimise harm." | LSU | 11-Feb-15 | RER | RER - Discuss with LSU, possible joint legal request with Hayley Gorsuch | Closed | Included in the list for consideration on the ARP. Incorporated into project - See Phase 1 Actions list. | KG | 21/04/2015 |
| 17 | Does Commitment 15 (net benefits) require a Regulation amendment in order to be implemented through permits? Note that conditions of approval have been deemed by courts to only be valid where they are proportional to the impacts caused by the development – that is, offsets are OK but you can1 require someone to fix a mess they didn't cause. | LSU | 23-Feb-15 | RER | RER - Joint legal request with Jason Vains. | Closed | 21/04/2015 - Legal advice provided. Regulation amendment would allow the explicit consideration of net benefit through the assessment and granting of permits. The proposed regulation amendment has been included in the list for consideration on ARP. Further work to be led by Reef 2050. | KG | 21/04/2015 |
| 19 | Issue with Program Report Commitments C04 and C05. These commitments require GBRMPA to consider DOE policy and guidelines as part of the assessment and decision making process. GBRMP regulations are very clear that we can only consider 88R (d) "any policies or guidelines issued by the Authority" or 88R (h) any relevant Commonwealth Law or a relevant plan made under such law. | DOE? EMG | 24/03/2015 | NB | Decision on best way forward - Reg change, or explicitly stating certain principles in GBRMPA policy | Closed | Add to EIM guidelines that these policies will be considered under 88Q(f). | KG | 21/04/2015 |

# CLOSED ISSUES

| | ISSUE | | | | | STATUS | RESPONSE | | |
|---|---|---|---|---|---|---|---|---|---|
| **#** | *Question I Description* | *For whom* | *Date raised* | *By whom* | *Action officer & action* | | *Response/Action I Resolution* | *By whom* | *Date* |
| 25 | Application forms: have s.37 of the Crimes Act on the forms i.e. as part of the application process they provide any relevant information about convictions etc... in relation to the Crimes Act or breaches of environmental legislation. Also making them note that authorised contacts are also required to provide such information. That way we don't have to chase information. If they've had breaches in the last 10 years then they need to tell us about it irrespective of whether in GBR or elsewhere. | ADEP | 17-Mar-15 | KD | Incorporate into updated permit application forms | Closed | Added to Phase 1 Actions list | ADEP | 13-May-15 |
| 1 | EPBC uses "action management plans" to implement adaptive management through permits. Can we get some examples of both the conditions and the resultinQ action manaQement plans? | DOE | 6-Feb-15 | RER | | Closed | Move to Phase 2 - adaptive mgmt conditions | RER | 1-Jun-15 |
| 22 | Bond Guidelines - committed to industry to be done by Sep 2015 | ADEP | 26-Mar-15 | KD | PSS curreritly leading | Closed | Added to Phase 1 Actions list | RER | 1-Jun-15 |
| 23 | Pontoon Guidelines - committed to industry to be done by Sep 2015 | ADEP | 26-Mar-15 | KD | PSS currently leading | Closed | Added to Phase 1 Actions list | RER | 1-Jun-15 |
| 26 | Find a way that permittees have to acknowledge receipt of permits and that they understand all the conditions on the permit | ADEP | 17-Mar-15 | KD | | Closed | DOE do not have a process for this. They only send draft conditions to proponent for comment before finalising. Moved to Phase 1 Actions list. | RER | 1-Jun-15 |
| 30 | Various ANAO findings - Refer separate tab | ADEP | 12-May-15 | ANAO | Incorporate into policy & guidelines, discuss scope with EAP & agree what aspects are in/out ADEP | Closed | Include in Policy with further detail & examples in Guidelines. Moved to Phase 1 Actions list. | RER | 1-Jun-15 |
| 33 | Not clear how/whether GBRMPA can consider impacts outside the MP. Hence not clear whether EPBC Act equivalency is achievable. | DOE | 25-May-15 | RER | Raise with DOE, possibly seek Legal advice. | Closed | At 2 Jun mtng, DOE said this was issue with bilaterals also. Proceed on basis that this is low risk (very infrequent) so don't dedicate time/effort to it until/unless it becomes an issue. | | |
| 42 | Regs appear to require fisheri.es to have a permit for Take of Protected Species. (1) None currently do. (2) There does not appear to be any interanl process or guidelines for assessing under 888 whether such a permit should be issued. (3) It could be captured under "low impact activity" but only after an assessment which determined this -- and need a process for regularly reviewing this decision. | ADEP& Reef Recovery &FMCU | 13-Aug-15 | RER& Chloe Schauble | Discuss with Reef Recovery & FMCU. Possible legal request. | Closed | Not the primary purpose of use/entry so doesn't require a permit. Take is incidental impact | RER | 28-Sep-15 |
| 31 | EPBC decisions (recommendation report) are published on website. Does GBRMPA need to publish SORs for Level 3 & 4 proposals? | ADEP& DOE | 12-May-15 | RER | Ask DOE at 2 June meeting | Closed | Not required, but desirable. Added to Phase 1 Actions list. | RER | 28-Sep-15 |
| 32 | To what extent are the social "values" we're using captured in the objects of the Act? For example, the Act specifies that primacy is to be given to protecting biodiversity, heritage & cultural values; with sustainable use secondary. Is "Income" therefore a primary value (to be protected), or a secondary benefit (to be allowed only where it doesn't degrade primary values)? | Reef 2050 | 22-May-15 | RER | Ask Reef 2050 for .thoughts | Closed | Refer Issue 39 for follow-up action | RER | 28-Sep-15 |
| 18 | Resourcing - one of the biggest issues is EAP having sufficient resources to review draft documents (including those generated within EAP) and ensure matters are ready for implementation once all public consutlation, RIS and regulations are in place. {KD comment} | EMG | 16/03/2015 | KD | KD to raise at 17/3/15 EMG meeting | Closed | Included in Phase 1 tasks - Implementation Plan | RER | 30-0ct-15 |

# CLOSED ISSUES

| | ISSUE | | | | | STATUS | RESPONSE | | |
|---|---|---|---|---|---|---|---|---|---|
| # | Question / Description | For whom | Date raised | By whom | Action officer & action | | Response / Action / Resolution | By whom | Date |
| 29 | Long-term permits for low-risk activities such as tourism - including QuEST and Eco-Certified implications | T&S | 1-May-15 | RER | Mtng with T&S on 19 May to discuss. Follow-up by Sep 2015. | Closed | Discussed with VB on 18 May. Flow-on actions & discussions required, but several options available. Sep15 - Tasked to Emily. Removed from Issues Register and put on Phase 1 Actions list. | RER | 30-Oct-15 |

# PHASE 1 ACTIONS

| Keyword | Deliverable(s) | Don't forget to deliver on these actions / resolve these issues: | Progress code (0-Not started, 1-Drafting, 2-Consulting internally, 3-Consulting externally, 4-Finalising, 5-...) | Progress notes (include dates) | Iterns for EAP Mgmt Workshop |
|---|---|---|---|---|---|
| BBQ & 88R | Assessment report template | Assessment report to explain why each Reg consideration was & wasn't deemed relevant | 1 | 30Jul15 - In draft guidelines, pending Reg changes before can be finalised | |
| 880 & 88R | Guidelines | Matrix plotting values against operations, to easily show assessors which values need to be considered for certain activities. Note the StratAss matrix has some of these, but not all values or activities, and the activities don't always match our "operation" or "activity" terms that we use on permits. | 1 | 30Jul15- Still to be actioned. 28Oct15-To be included in contract scope for Risk Mgmt Framework. | |
| 880 &88R | Guidelines | Need more consistent assessment against all mandatory considerations | 2 | 30Jul15 - Proposed Reg amendment to make all criteria mandatory | |
| 880 & 88R | Standard assessments | Review & update standard assessment reports to cover all relevant / common considerations | 0 | 30Jul15 - Scheduled for Apr-Jun 2017 | |
| 880 & 88R | Standard assessments | Update risk assessments for standard permit assessments | 0 | 30Jul15 - Scheduled for Apr-Jun 2017 | |
| 88R(j) - Suitable person | Guidelines | Guidance on how "suitable person" is assessed. What sort of history is so unacceptable that permit may be refused? How do you get back on GBRMPA's good books? Can we consider international environmental history? What about applicants who are applying on behalf of some other proponent (with the other proponent actually funding it)? | 2 | 30Jul15 - In draft guidelines but requires further legal advice & discussion. Oct2015 - Legal request sent. | |
| Alternatives | Policy & Guidelines | Provide new guidance material on how to identify & evaluate prudent & feasible alte.rnatives, including in what circumstances GBRMPA considers that "all reasonable steps" have been taken. | 2 | 30Jul15 - In draft guidelines but requires further discussion once Reg amendments are finalised through consultation. 16Oct15 - Included in Round 1 consultation document. | |
| Application | Application forms | Have s.37 of the Crimes Act on the forms i.e. as part of the application process they provide any relevant information about convictions etc... in relation to the Crimes Act or breaches of environmental legislation. Also making them note that authorised contacts are also required to provide such information. That way we don't have to.chase information. If they've had breaches in the last 10 years then they need to tell us about it irrespective of whether in GBR or elsewhere. | 0 | To be included in Permit Application Forms sub-project for action in Apr-Jun 2017. | |
| Application | Guidelines | Guidance on what constitutes a "co.mmercial activity," especially given overlap nowadays with commercial ventures supporting research/education. | 1 | 30Jul15 - Review previous legal advice & consider whether additional legal advice is needed. 29Oct15-Tasked to TA. | |
| Application | Policy & Guidelines | Explain what constitutes a "use or entry" which in turn triggers (potentially) the need for a permit | 1 | 30Jul15 - Need to seek legal advice and add to policy & Guidelines. Tasked to RER. | |

# PHASE 1 ACTIONS

| Keyword | Deliverable(s) | Don't forget to deliver on these actions / resolve these issues: | Progress code {0-Not started, 1-Drafting, 2-Consulting internally, 3-Consulting externally, 4-Finalising, 5-Complete} | Progress notes (include dates) | Iterns for EAP Mgmt Workshop |
|---|---|---|---|---|---|
| Application, PAAF, FINFO | Application forms | Require fees & minimum. information to be submitted before application is accepted as valid. Link to RMS functionality. | 2 | 30Jul15 - Proposed Reg amendment. Raised with RMS project. 29Oct15 - Tasked to TA. | |
| Assessment level | Policy | Better explain rationales for assigning risk levels to permit applications | 2 | 30Jul15 - In draft policy out for EAP comment | |
| Assessment report | ? | Possibly out of scope Oust SOP) - Fraud Control Plan commits to setting up a system for Level 3-4 applications to have recommendations jointly developed by at least 2 people. This is to avoid/control opportunity for fraud, where'the assessinq officer puts up an improper recommendation. | NA | Deemed out of scope and A&P/PSS task | |
| Bonds | Guidelines | Need better guidance on determining bonds | 1 | 30Jul15 - PSS lead. 28Oct15 - Include in contract for Risk Mqmt Tools. | |
| Conditions | Assessment report template & Guidelines | Document in assessment report why new/revised conditions are recommended (for delegate's consideration) | 1 | 30Jul15 - In draft guidelines | |
| Conditions | Assessment report template & Guidelines | Document in assessment report why additional permissions were granted when they weren't requested | NA | Deemed out of scope - not allowed to do this anyway | |
| Conditions | Guidelines | Procedures need to indicate how assessors are to develop/tailor permit conditions relevant to the activity recommended for aooroval or refusal. | 1 | 30Jul15 - In draft guidelines | |
| Conditions | Policy & Guidelines | Establish when different mgmt tools (insurance, indemnity, deed, bond, EMP) will be used and whv. | 1 | 30Jul15 - PSS lead. 28Oct15 - Include in contract for Risk Mqmt Tools. | |
| EMPs | Guidelines | Need better guidance on using EMPs | 1 | 30Jul15 - In draft guidelines. 28Oct15 - Include in contract for Risk Mqmt Tools. | |
| Fixed facility | Guidelines | Bond Guidelines | 1 | 30Jul15 - PSS lead. 28Oct15 - Include in contract for Risk Mqmt Tools. | |
| Fixed facility | Guidelines | Pontoon Guidelines | 1 | 30Jul15 - PSS lead. 28Oct15 - Include in contract for Risk Mqmt Tools. | |
| Fixed facility | Policy & Guidelines | Map out everything in current Structures Policy and make sure it gets captured in new Policy & Guidelines. Also identify new elements to be included. | 2 | 30Jul15 - In draft policy out for GBRMPA comment | |
| Fixed. facility | Policy & Guidelines | Specify requirements for different types of facilities - design, inspection, maintenance, deeds, bonds, etc. | 2 | 30Jul15 - In draft policy out for GBRMPA comment. 28Oct15 - Include in contract scope for Manaqinq Facilities. | |

# PHASE 1 ACTIONS

| Keyword | Deliverable(s) | Don't forget to deliver on these actions / resolve these issues: | Progress code (0-Not started, 1-Drafting, 2-Consulting internally, 3-Consulting externally, 4-Finalising, 5-Completed) | Progress notes (include dates) | Items for EAP Mgmt Workshop |
|---|---|---|---|---|---|
| Fixed facility | Policy, Guidelines, Application forms | Assessments for structure continuation permits need to consistently ascertain the condition of the structure | 1 | 30Jul 15 - In draft guidelines | |
| Net Benefit | Policy & Guidelines | Provide new guiaance material on how Net Benefits will be implemented through the permission system. | NA | Deemed out of scope - Reef 2050 lead | |
| NTN | Guidelines | Develop guidance on the relevant NTN bodies for assessors | 1 | Sep15 - Tasked to TA | |
| NTN | Guidelines | Better explain how Native Title responses are considered during assessment | 1 | 30Jul15 - In draft guidelines | |
| PAAF | Regulations | Guidance on when fee is waived because of "minimal assessment" | 1 | 30Jul15- Need to add to Application Guidelines. Oct15 - Tasked to TA. | |
| PAAF | Regulations | Opportunity to streamline & rationalise fees. | 1 | 30Jul15 - Need to discuss & resolve. Include on mgmt workshop agenda. 16Oct15 - Included in Round 1 consultation document. 29Oct15 - Tasked to TA. | |
| PAAF | Regulations & Guidelines | Clarify definitions and interpretations related to PAAF - what is an "activity" versus "facility?" When is the application "further" versus "initial" (for continuations with new permissions)? | 0 | 30Jul15 - Need to add to Guidelines. Oct15 - Tasked to TA. | |
| Part 5 | Policy & Guidelines | Need consistent approach across GBRMPA to managing Part 5 purposes | 1 | 30Jul15 - Need to discuss at mgmt level. Include on momt workshop aoenda. | |
| Permit | ? | Find a way that permittees have to acknowledge receipt of permits and that they understand all the conditions on the permit | 0 | 30Jul15 - Need to discuss & resolve. Include on mgmt workshop agenda. | |
| Permit | ? | Need to find a way to clearly specify what is being permitted, especially for complex activities.  For example, EPBC can use the referral number and say, "We're approving what was proposed in the documentation." We have no short-hand way of specifying what's being permitted.  This means that we either spend a lot of time in permits describing what's permitted, or (more frequently) we don't clearly specify.  So we might just permit "a jetty" but without referring to design drawings it could be any jetty.  In GKI example, nowhere in the permit does it specify that dredge material must be contained in geotextile bags (as proposed). | 0 | 30Jul15 - Need to discuss & resolve. Include on mgmt workshop agenda. | |
| Permit | Policy & Guidelines | Explain why different applications get different permit terms - why are some shorter and some longer? | 2 | 30Jul15 - In draft policy out for GBRMPA comment | |
| Permit | Policy & Guidelines | Explain what types of changes to permits are modifications and which require a new assessment. | 2 | 30Jul15 - In draft policy out for GBRMPA comment | |

## PHASE 1 ACTIONS

| Keyword | Deliverable(s) | Don't forget to deliver on these actions / resolve these issues: | Progress code (O-Not started, 1-Drafting, 2-Consulting internally, 3-Consulting externally, 4-Finalising, 5-rnmnloto.i\ | Progress notes (include dates) | Iterns for EAP Mgmt Workshop |
|---|---|---|---|---|---|
| Public Advertising | Policy & Guidelines | Consistent guidance on when public advertising is required | 2 | 30Jul15 - In draft policy out for GBRMPA comment | |
| SOR | Assessment report template | Delegate to clearly document reasons for making decision at time the decision is made | 0 | 30Jul15 - Scheduled for Apr-Jun 2017 | |
| SOR | Assessment report template, Standard assessments | Assessment report to double as SOR - Hopefully we just need to "top and tail" the template so it specifies delegations, etc in the way required for a SOR. | 0 | 30Jul15 - Scheduled for Apr-Jun 2017 | |
| SOR | Assessment report template, Standard assessments, Assessment coversheet | Publish assessment reports for Level 3 & 4 proposals, except perhaps the "intelligence" components sometimes contained in 88RU). This is similar to how DOE publishes the "recommendation report" that goes to the Minister as well as the signed Minister's decision. Perhaps we could move any unsubstantiated intelligence relevant to 88RU) into a covering brief and confine the assessment report to documented breaches. | 1 | 30Jul15 - Need to discuss & resolve. Include on mgmt workshop agenda. Oct15 - Included in legal request about "suitable person" criterion. | |
| Application | Application forms & Standard assessments & Standard Permits | Confirm which activities, locations & parameters (such as vessel siz◆ or pax) should be included in fast-track permits for Tourism and Commercial Research. Are there other fast-track permits desired (such as Scientific Research? Education Program? certain low risk facilities?) | 1 | 30Jul15 - Initial consultation with T&S on 19May15. Need to follow up with EAP, T&S, QPWS and others prior to consultation in Oct 2015. Sep15 - Tasked to ES. | |
| Application | Policy & Guidelines | There are a range of activities which may or may not require a permit that GBRMPA needs to determine a position on. Examples include; vessel-to-vessel refuelling, vessel hull cleaning, vessel painting, other vessel at-sea maintenance activities. | 1 | 30Jul15 - Need to discuss & at least come up with a list for prioritisation. Include on mgmt workshop agenda. | |
| Risk Mgmt Framework | Policy & Guidelines | Review Risk Mgmt Framework to (a) consider whether/how to incorporate vulnerability or adaptiv◆ capacity; (b) consider whether/how to incorporate confidence levels for evidence; © roll up and nest the detailed values risk assessment tables into overall tables - consultancy identified in project plan. | 1 | Jul15 - Some elements included in draft Guidelines. Oct15 - Include in contract scope for Risk Mgmt Framework. | |
| Low impact activities | Guidelines | ᵗᵤ1ae11nes ror aeterm1mng row impact acuvmes – Who aec1aes1 Wnat 11m1s are pracea on the decision? Expiry or review date? Who can make the decision? How to record the decision? | 1 | From 7 Aug 2015 managers workshop | |

# PHASE 1 ACTIONS

| Keyword | Deliverable(s) | Don't forget to deliver on these actions / resolve these issues: | Progress code (0-Not started, 1-Drafting, 2-Consulting internally, 3-Consulting externally, 4-Finalising, 5-Completed) | Progress notes (include dates) | Items for EAP Mgmt Workshop |
|---|---|---|---|---|---|
| Implementation | Implementation Plan | Resourcing - one of the biggest issues is EAP having sufficient resources to review draft documents (including those generated within EAP) and ensure matters are ready for implementation once all public consutlation, RIS and requlations are in olace. {KD comment} | 0 | 3Nov15 - Include in Implementation Plan to be developed May-Jun 2017 | |

# DESIRED RMS FUNCTIONALITY

| Issue / Description | Suggested functionality | Prelim Priority | Agreed Priority |
|---|---|---|---|
| Administrative burden of acknowleding receipt of permits. Failure to consistently acknowledge raised by ANAO. | utomatic email message confirming receipt of valid application, or alternately advising that the application submitted is not valid due to missing information or fee. | High | |
| Administrative burden of keeping authorised contacts up to date. Contacts are often incorrect or out of date, making communication with permittees difficult. | Shift onus onto applicants/permittees to maintain correct authorised contact details. External module for entering & updating this information. Quarterly automatic email reminding them to check & update. | Medium | |
| Delays in processing applications due to chasing up information from applicants. | Shift onus onto applicants to provide all information at the time of application in order for the application to be valid. Need an external module for permit application form which also auto-generates a list of information required and allows all this information to be uploaded. Need a save function so this can be done over several weeks. | High | |
| Administrative burden in invoicing for fees, reminding fees are due, and if application lapses due to non payment of fees, de-registering and re-registering the new application. | Shift onus onto applicants to provide fee at time of application in order for the application to be valid. GBRMPA can still invoice/refund if they get it wrong. Need an external module for permit applications which includes a secure payment function and auto-generates an email receipt. | High | |
| Administrative burden of Native Title Notifications | Need an auto-generated NTN upon submission of a valid application. This would reference the field for "brief description of proposal" as well as location(s) and any other particulars. | Low | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

# ANAO Findings

| ANAO Paper | IN / OUT of scope for ADEP | Recommendation *(Repeats in blue italics)* | Proposed ADEP response |
|---|---|---|---|
| 2.04 | IN | Procedures need to indicate how assessors are to develop/tailor permit conditions relevant to the activity recommended for approval or refusal. | Revised Policy provides general principles around setting conditions, including that they are relevant to the proposed activity. New Guidelines for Assessment will provide further detail and examples on how to set SMART permit conditions. |
| 2.04 | OUT | Procedures need to clearly outline how or when certain aspects of the assessment process are to be done, such as company checks, NTN, public advert, QPWS referral, managerial reviews | SOP |
| 2.04 | OUT | Procedures need to indicate how assessors are to develop/tailor assessment reports or coversheets relevant to the activity recommended for approval or refusal. | SOP |
| 2.05 | IN | Streamline & consolidate policy & guidance materials, and expand coverage & clarify | Revised Policy & new Guidelines will implement this recommendation. |
| 2.05 | OUT | Streamline & consolidate SOPs & administrative procedures | SOP |
| 2.08 | IN | • Better explain rationales for assigning risk levels to permit applications | Include in Policy with further detail & examples in GuidelifleS |
| 2.14 | OUT | More consistent & timely acknowledgement of receipt of permit applications | RMS functionality desired - auto receipt function |
| 2.17 | OUT | More consistently document company checks | RMS functionality desired / Record-keeping |
| 2.18 | OUT | More consistently retain/document FINFOs and info received | RMS functionality desired / Record-keeping |
| 2.19 | IN | Develop guidance on the relevant NTN bodies for assessors | Include in Guidelines for Assessment |
| 2.21 | IN | Better explain how Native Title responses are considered during assessment | Include in Policy with further detail & examples in Guidelines |
| 2.21 | OUT | More consistently retain/document NTN & responses | RMS functionality desired / Record-keeping |
| 2.23 | OUT | Review internal referral requirements & more consistently follow/document these procedures | SOP |
| 2.25 | OUT | Review QPWS referral requirements & more consistently follow/document these procedures | SOP |

# ANAO Findings

| ANAO Paper | IN / OUT of scope for ADEP | Recommendation *(Repeats in blue italics)* | Proposed ADEP response |
|---|---|---|---|
| 2.28 | IN | Consistent guidance on **when public advertising is required** | Include in Policy with further detail & examples in Guidelines. Note Regs amendment to require public advert if impacts on MNES. |
| 2.31 | OUT | Review **checklist ('pink sheet')** & more consistently follow/document these procedures | SOP |
| 2.33 | OUT | Review **supervisor/manager review points** during the assessment process & more consistently undertake & document these reviews | SOP |
| *2.37* | *IN* | *Streamline & **consolidate policy** & **guidance** materials, and expand coverage & clarify* | *Repeats 2 05* |
| *2.37* | *OUT* | *Streamline & **consolidate SOPs** & administrative procedures* | *Repeats 2 05* |
| 3.08 | IN | Assessments for **structure continuation permits** need to consistently ascertain the condition of the structure | Include in Policy ('structures must be maintained & inspected regularly') and Guidelines (under 880 & 88R explanations) |
| 3.08 | IN | Need better guidance on **determining bonds** | Include in Guidelines |
| 3.08 | IN | Need better guidance on **using EMPs** | Include in Guidelines |
| 3.10 | IN | Need more consistent assessment against all **mandatory considerations** | Include in Guidelines. |
| 3.14 | IN | Review & **update standard assessment reports** to cover all relevant / common considerations | Add-on task for ADEP to update standard permit assessments |
| 3.17 | IN | Assessment report to **explain why each Reg consideration was** & **wasn't deemed relevant** | Update assessment report template |
| 3.21 | IN | **Update risk assessments** for standard permit assessments | Add-on task for ADEP to update standard permit assessments |
| *3.25* | *IN* | *Update risk assessments for standard permit assess_ments - related to compliance risks* | *Duplicates 3.21. Compliance risk is different to environmental risk.* |
| *3.29* | *OUT* | *Review **supervisor/manager review points** during the assessment process & more consistently undertake & document these reviews* | *Duplicates 2.33.* |
| *3.38* | *IN* | *Update risk assessments for standard permit assessments - related to compliance risks* | *Duplicates 3.21 & 3.25* |

# ANAO Findings

| ANAO Paper | IN / OUT of scope for ADEP | Recommendation *(Repeats in blue italics)* | Proposed ADEP response |
|---|---|---|---|
| *3.39* | *OUT* | *Review supervisor/manager review points during the assessment process & more consistently undertake & document these reviews* | *Duplicates 2.33 & 3.29* |
| *3.40* | *IN* | *Update risk assessments for standard permit assessments - related to compliance risks* | *Duplicates 3.21, 3.25, 3.38* |
| *3.40* | *OUT* | *Review supervisor/manager review points during the assessment process & more consistently undertake & document these reviews* | *Duplicates 2.33, 3.29, 3.39* |
| 4.10 | IN | Delegate to clearly document reasons for making decision at time the decision is made | Update assessment report template |
| 4.18 | IN | Suggested permit conditions | These will be considered in Guidelines, however not all are deemed to be within the scope of GBRMPA's jurisdiction and/or relevant or desirable to the risks posed. |
| 4.19 | OUT | Document in assessment report why additional permissions were granted when they weren't requested | ? Legally we can't do this - need applicant's consent |
| 4.19 | OUT | Advise permittees about permissions which they didn't request | ? Legally we can't do this - need applicant's consent |
| 4.21 | OUT | Advise permittees about permissions which they didn't receive or which weren't granted to the full extent (numbers/locations) as requested | SOP / Cover letter template update |
| 4.22 | OUT | Advise permittees about changes to permit conditions upon continuation/modification | SOP / Cover letter template update |
| *4.24* | *OUT* | *Better draw attention to differences between permit & original request, or previous permit & new permit* | *Repeats 4.19, 4.21 & 4.22* |
| 4.25 | OUT | Individually brief each permittee on their conditions | SOP / Cover letter template update |
| 4.26 | OUT | More consistently provide copy of permit to QPWS | RMS/SOP |
| 4.28 | OUT | More consistently follow up post-permit approvals, especially EMPs, research comms strategies & installation of moorings | PSS lead / RMS functionality |

# ANAO Findings

| ANAO Paper | IN / OUT of scope forADEP | Recommendation (Repeats in blue italics) | Proposed ADEP response |
|---|---|---|---|
| 4.29 | IN | Delegate to clearly document reasons for making decision at time the decision is made | Repeats 4.10 |
| 4.30 | OUT | Better draw attention to differences between permit & original request, or previous permit & new permit | Repeats 4.19, 4.21, 4.22, 4.24 |
| 4.31 | OUT | More consistently follow up post-permit approvals, especially EMPs, research comms strategies & installation of moorings | PSS lead/ RMS functionality |
| 4.32 | IN | Document in assessment report why new/revised conditions are recommended (for delegate's consideration) | Mention in Guidelines at high level, PSS to support with SOP. |
| 4.32 | OUT | Better communicate to permittees their permissions & conditions | Repeats 4.19, 4.21, 4.22, 4.24 |
| 4.32 | OUT | More consistently follow up post-permit approvals, especially EMPs, research comms strategies & installation of moorings | Repeats 4.31 |

# ATTACHMENT E

# SCOPE CHANGE REGISTER

# REGISTER OF SCOPE CHANGES

| Type | Scope change proposed | Reason | Decision maker | Date | Decision |
|------|----------------------|--------|----------------|------|----------|
| Minor | Add deliverable - Assessment Report Template | To cover off on several ANAO recommendations, including (1) clearly state the delegate's reasons for decision, (2) clearly explain why certain conditions have been recommended to the delegate, (3) clearly explain why some criteria have/haven't been considered relevant. | Project Manager (in consultation with Project Director) | 13-May-15 | Approved |
| Major | Change timeframes | Following discussions with DOE DeReg, determined to consult on RIS options (possibly with draft EIM Policy) in Oct/Nov 2015, then 2nd round of consultation in Jul/Aug 2016 on final policy & draft guidelines. RIS 1st Pass would not be drafted until after this second round of consultation. | General Manager | 2-Jul-15 | Approved |
| Moderate | Adjust timeframes - No RIS required | On 3 Aug 2015, OBPR advised that no RIS was required. This requires a moderate change to the project timelines to remove references to RIS and to allow more time to develop guidelines. The key milestones are not affected, so Project Sponsor (GM) approval is not required. | Project Director | 25-Sep-15 | Approved |
| Moderate | Adjust budget & work tasks to reflect 3 packages to be contracted out | On 1 Oct 2015, the Project Sponsor (GM BCSU) approved 3 packages of work to be contracted out. | Project Director | 19-Oct-15 | Approved |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |