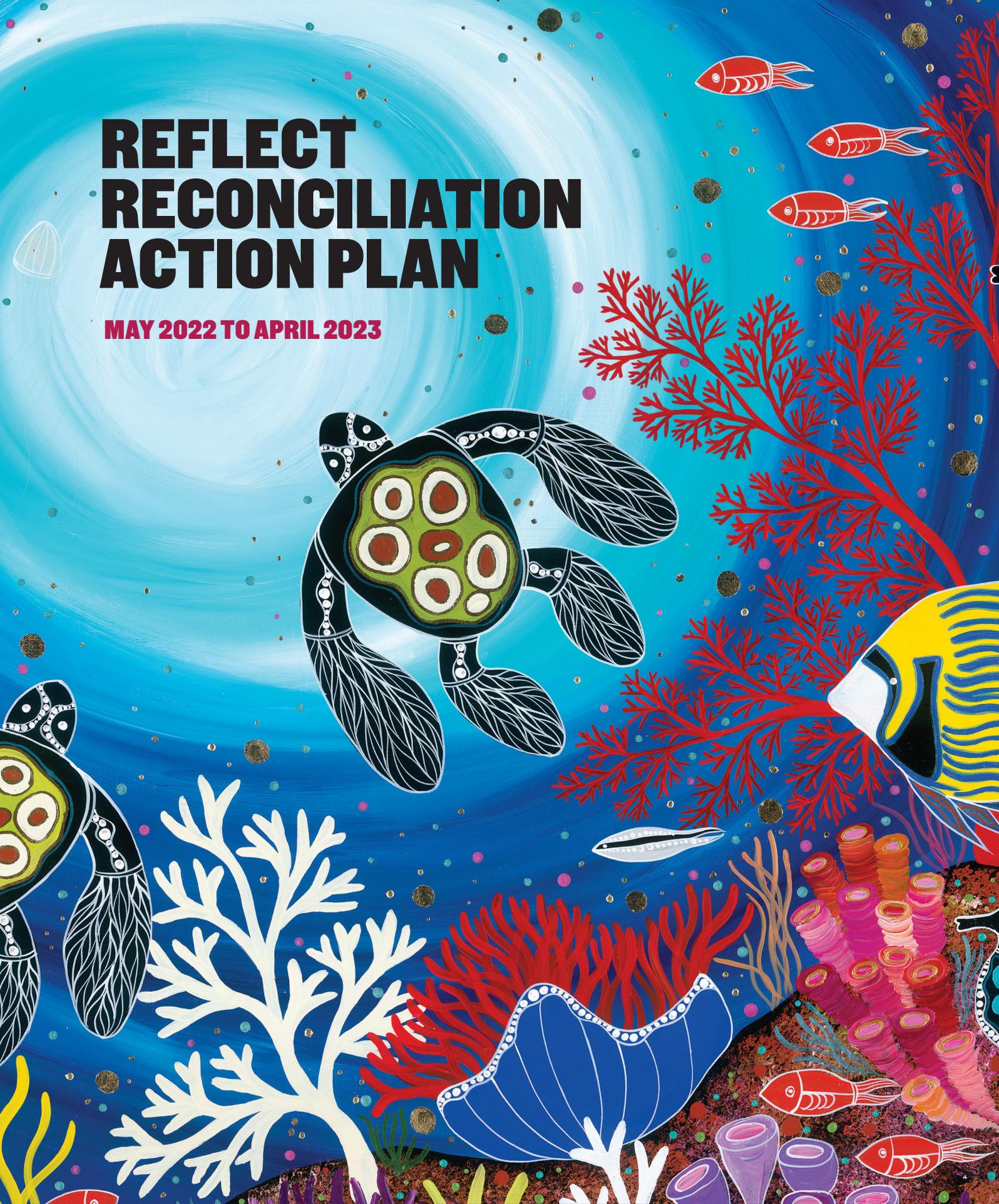


# REFLECT RECONCILIATION ACTION PLAN

MAY 2022 TO APRIL 2023



**The Reef is Country.** The Reef is our Heart and the water is the life-blood that connects us all.

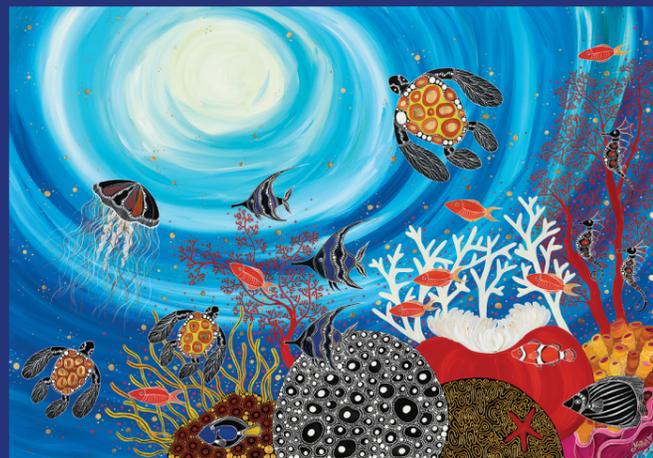
She is our Family. The Reef is an extension of Us and we are an extension of Her.

The Reef looks after us, feeds and protects us and keeps us healthy. She's the keeper of our stories, our Lore.

*Excerpt from Healing Country Statement, July 2021*



Cover image 'Reef Wonderland' credit: Melanie Hava



Above image 'The Great Barrier Reef' credit: Melanie Hava

'Reef Wonderland' artwork by Melanie Hava, Mamu Aboriginal woman, Dugulbarra and Waribarra family groups, from the Johnstone River catchment of the Wet Tropics of Far North Queensland and the adjoining Great Barrier Reef sea country.

## ACKNOWLEDGEMENT

The Great Barrier Reef Foundation (the Foundation or GBRF) extends its deepest respect and recognition to all of Australia's Traditional Owners as First Nations Peoples holding the hopes, dreams, traditions and cultures of their land and sea Country. We acknowledge the many relationships we are proud to share with the Traditional Owners of the Great Barrier Reef, and our growing relationships with First Nations Peoples at coral reef locations within Australia and Beyond.

The Foundation recognises the Great Barrier Reef (the Reef) was formed about 6,000 to 8,000 years ago in the presence of Aboriginal and Torres Strait Islanders, amidst their traditional homelands, after the last ice age began to recede and water levels and temperatures rapidly changed. Interest in reconciliation is based on our deep respect and acknowledgement of the complex and unique link between biological and cultural diversity that demonstrates an unbreakable bond between Aboriginal and Torres Strait Islander Peoples and their traditional land, waters and seascapes. We acknowledge these are the locations, sites and places in which we currently work and acknowledge and pay our respects to those Traditional Owners whose Country these places and values are linked to.

We acknowledge the rights and interests of Aboriginal and Torres Strait Islander peoples in relation to traditional homeland estates. We recognise that Aboriginal and Torres Strait Islander Peoples have suffered from historic injustices as a result of colonisation and previous dispossession of their lands, territories and resources - preventing Aboriginal and Torres Strait Islander peoples from exercising their right to development in accordance with their own needs and interests. And we recognise the need to respect and promote the inherent rights of Traditional Owners which derive from their political, economic and social structures and from their cultures, spiritual traditions, histories and philosophies, especially their rights to their lands, territories and resources.

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# MESSAGE FROM OUR LEADERSHIP



The release of the Great Barrier Reef Foundation's first Reconciliation Action Plan (RAP) is a proud moment in our organisation's 20-year history. We see this achievement as an honour, a responsibility, and an opportunity.

As a proud Australian organisation with a global footprint and platform, we recognise the Traditional Owners of this land and sea and commit to working towards a more equal and respectful future. We understand the deep responsibility that comes with this recognition – that it must be more than just words, it must be demonstrated through actions and underpinned by an inherent belief. Everyone in the Foundation commits to this plan and we are individually and collectively accountable for its success. The RAP has the full support of the Foundation's Board, a group of individuals with diverse professional and personal stories, who have committed to fostering meaningful change in pursuit of reconciliation across this organisation and through their other interests.

All members of the Foundation's team have played a role in the development of our RAP. We are deeply grateful to the Aboriginal and Torres Strait Islander staff who work at the Foundation and are Advisors to our work for their insight and stewardship along this process. Each of you have spoken your truth and shared your story and we are richer for this experience.

“ If there was ever a time for us to come together the time is now, never before have Reef Traditional Owners had the opportunity to be in a position to be involved in supporting the effects to help one of Saltwater Peoples most important resources and cultural landscape the Great Barrier Reef.

Brian Singleton, a Yirrganydji man

There are at least 70 Aboriginal and Torres Strait Islander groups with rich, ongoing connections, rights, interests and aspirations in sea Country across the length of the Great Barrier Reef, and many more in the associated catchments. Through our work as the lead charity for the Great Barrier Reef we are witnessing and enabling the significant and meaningful contribution Traditional Owners make to the Reef's outlook. Through this experience and through the generous sharing of story and aspiration we recognise a greater reconciliation opportunity.

Traditional Owners are so much more than project partners in our ambition to protect the Reef. The unique knowledge and perspective of Aboriginal and Torres Strait Islander Australians holds the key for greater enduring outcomes, deeper impact and broader collaboration. We simply cannot achieve our dreams if we do not walk together.

Through this Reflect RAP we take our first steps as an organisation to formalising our reconciliation journey. We bring to this task an open heart and a fierce ambition to take the steps that earn the trust and respect of Aboriginal and Torres Strait Islander Peoples in this Country. In the same way that our work on the Great Barrier Reef extends to the world's reefs, we want to hold an ambition for our journey of reconciliation and respect of First Nations Peoples to extend beyond Australia.

We commit to playing our part to be able to stand up as one mob, one Country, one spirit and one voice.

David Thodey AO  
Chair

Anna Marsden  
Managing Director

Dr Martin Parkinson AC PSM  
Deputy Chair

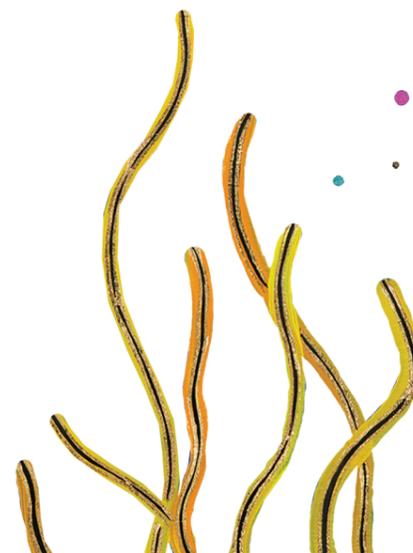
# MESSAGE FROM THE CHAIR OF OUR TRADITIONAL OWNER ADVISORY GROUP

“ You have to know where you come from before you can go forward.

This is an important part of reconciliation for me. Our history is not taught in schools or spoken about in any real way by people, and the pain and trauma from colonisation is not 250 years ago – it's felt now, it's my mother's early life, it's my grandfather's lifetime. I have the archive records showing where my grandfather had to ask permission to visit his wife an hour away – and if he wasn't back in time – getting to where he needed to be by permit – then he would be in trouble. That's not a long time ago.

“ There needs to be truth telling before reconciliation can begin.

We need to recognise that we are all in this together. Reconciliation takes all of us. There needs to be a question asked – what respect is being offered? Respect for our past, respect now and for the future. It's not about following process or doing things because you have to. It's about being 'real' and doing things because you want to and because it's the right thing to do.



Reconciliation for me is an education piece. There needs to be a national approach to relearning our history which pays respects to the past and lets us move into a reconciled future together. This is an urgent need. It is overdue. But I don't see this change on the horizon so I think we should all start from where we are at – right now. I've seen the GBRF make conscious decisions to change the way they do their business so that bama can be included, involved, and leading their own work. That seems so logical to do – but it's not a common experience I have when dealing with organisations. Adapting for the needs of a community (all sectors of community) took heart and a willingness to listen. It is a good place to start.

I am a proud Indigenous Woman and am passionate about my culture. When I look forward and think about the future work for the GBRF I see the potential for exponential growth. There are so many levels of leadership in the Foundation that can drive the reconciliation agenda and lend themselves to a greater learning about working respectfully and collaboratively with Aboriginal and Torres Strait Islander peoples. I look forward to seeing an Indigenous Board member taking part in setting that direction and future. This is a momentous opportunity and an important step forward for the Great Barrier Reef Foundation.

Larissa Hale  
Chair of GBRF Traditional Owner Advisory Group

# STATEMENT FROM THE CEO OF RECONCILIATION AUSTRALIA

Reconciliation Australia welcomes the Great Barrier Reef Foundation to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

The Great Barrier Reef Foundation joins a network of more than 1,100 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the Great Barrier Reef Foundation to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Great Barrier Reef Foundation, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.



Karen Mundine  
Chief Executive Officer  
Reconciliation Australia

# OUR BUSINESS

While the Reef has been cared for and managed for thousands of generations by its Traditional Custodians, the Reef's modern history includes its inscription to the World Heritage List forty years ago.

The strong ongoing links between Traditional Owners and their sea Country is recognised in the Great Barrier Reef's world heritage listing and these attributes contribute to its Outstanding Universal Value. As is recommended for sites inscribed on this list, a not-for-profit charity was established — the Great Barrier Reef Foundation — with its principal purpose to support the protection and enhancement of tropical reefs (especially the Great Barrier Reef) and adjoining coral coasts for the benefit of the world community including through the funding and provision of research, information and education.

Now as the Foundation enters its 21st year of operation, it is clear that the task of saving the Great Barrier Reef — and indeed the world's coral reefs — is resting on our generation's shoulders. We have reached a critical juncture in the race to address the Reef's greatest threat, climate change, and the Foundation's people, partners and generous contributors are driven by the knowledge that the actions we take over the next decade will shape the future of our Reef — and the planet — like never before. Now more than ever we must listen to the voices of Traditional Owners — the world's most ancient cultures — with their rich Indigenous Knowledge systems and cultural practices acquired through tens of thousands of years of care and custodianship.

At our core the Great Barrier Reef Foundation is a connector and convenor — bringing together science, business, government, philanthropy, community and Traditional Owners for the benefit of the Reef and its dependent communities. Collectively we fund, co-create and co-deliver solutions where the Reef needs them most, breaking down barriers, transforming systems and forging shared paths to impact. And together we bring hope by sharing the stories of the difference we are making — from securing the future of green turtles on Raine Island, to creating the tools to enable large-scale restoration of



coral reefs, to supporting the aspirations of Traditional Owners to care for land and sea Country.

Responding to a call for support from the managers of the world's most treasured coral reefs — all those inscribed on the World Heritage List — the Great Barrier Reef Foundation has expanded its focus to coral reefs globally. In addition to our work on the Great Barrier Reef, we also fund programs in Ningaloo, Palau, New Caledonia and Belize. In 2021 our contribution at a global level expanded as we became founding members of the United Nations Decade of Ocean Science for Sustainable Development, and our landmark Reef Recovery 2030 initiative was endorsed as a flagship action. With six interconnected pillars of activity spanning water quality, climate action, coral and ecosystem restoration and more, this bold ambition for 2030 revolves around a core focus: healthy reefs need healthy reef communities. With millions of people around the world relying on coral reefs for their livelihoods, many of these First Nations peoples, and with coral reefs on the front line of climate change, we know that coral reef decline presents not just an ecological crisis, but a humanitarian one.

Key to the success of our work is our staff — a cohort of 45 passionate and purpose-driven people including two Aboriginal and Torres Strait Islander staff members. We are privileged to be advised by our Traditional Owner Advisory Group and supported in our program design by three co-design working groups comprised of an additional 18 Great Barrier Reef Traditional Owners. The majority of our staff are located in our three Queensland Offices in Brisbane, Townsville and Cairns, with several staff working remotely in New South Wales, Tasmania, the Whitsundays in Queensland and the USA. We also have an associated US Entity — GBRF USA.

The Foundation's Board comprises representatives of Australian business, science and philanthropy, reflecting the organisation's vision to bring many together for the benefit of the Great Barrier Reef. Directors, through their experiences outside of their board role with us, have worked with and alongside Aboriginal and Torres Strait Islander peoples and look forward to continued learning and offering leadership throughout the reconciliation journey.

# OUR RECONCILIATION ACTION PLAN

The Great Barrier Reef Foundation has been on a deep learning journey regarding Aboriginal and Torres Strait Islander peoples' unique place as part of the fabric of Australia's shared history and nation building.

This journey commenced in 2015 when we first partnered with Traditional Owners of the Great Barrier Reef to restore the world's largest remaining turtle nesting ground on remote Raine Island. The generosity in sharing of perspectives - that were different to ours - from the Wuthathi and Meriam Peoples, whose cultural connection, responsibility and obligations to Raine Island gifted us a deeper understanding around the importance of respecting and acknowledging the rights and interest of Traditional Custodians in the places that we work. In this we were able to connect, understand and value customs, histories, knowledge and practices beyond our own.

“ We will only ever travel at the speed of trust.

Janine Mohamed, a Narrunga Kauran woman

We have chosen to start our reconciliation journey with a Reflect RAP as this is just the beginning and we know and collectively aspire to do much more. Through this RAP we will take the opportunity to listen, to understand and to commit to a larger reconciliation vision – one that captures the full sphere of our influence and extends beyond what we do as an organisation and into the purpose we serve, the protection and restoration of the Great Barrier Reef and beyond.

We recognise that the reconciliation literacy across our organisation is highly varied. We have two Aboriginal and Torres Strait Islander staff members and a dedicated Traditional Owner Partnerships team overseeing the largest Traditional Owner Reef Protection program in the world. We also have staff with little exposure to Aboriginal and Torres Strait Islander Peoples. But what is shared equally by all is a genuine willingness to learn and a commitment to doing more. Starting with a Reflect RAP allows us to bring our entire organisation on a journey that builds knowledge and confidence to be informed, engaged and effective champions for reconciliation. To support this we will provide a deep cultural capability learning experience for all of our people.

We formed a RAP Working Group in August 2020, made up of staff from all levels across our organisation, and championed by our Executive Director. The working group engaged with all staff throughout the organisation to understand what reconciliation means to them and for our business, with their reflections through this process peppered throughout our RAP.

Through our discussions and reflections, three guiding principles emerged. We have translated these principles into tangible actions to demonstrate our commitment to reconciliation.

Our core RAP principle is a desire for reconciliation to be embedded within our culture and live in all of our hearts, minds and actions as we move forward. This includes recognition of the past and the inherent rights of Traditional Owners. We commit to having Aboriginal and Torres Strait Islander cultures visually obvious in our offices and behaviourally obvious in our work practices.

The second guiding principle is that our organisation is a space of cultural safety for all. We will celebrate the diversity of our cultures and the richness that this diversity brings and recognise the right of all people to be different and respected and valued as such. This commitment to meaningful, inclusive cultural engagement means ensuring we have in place practices that make people of differing cultures feel welcome, safe and valued. Achieving this means doing things differently – from where we meet and how we work together, to the language used and actions practised.

The final principle of our RAP is that we are committed to building opportunities for Traditional Owners of the Great Barrier Reef. This includes a commitment to supporting and building capacity for Traditional Owner service providers.

Underpinning these principles is our recognition that Traditional Owners have cared for the Reef since time immemorial through traditional knowledge, ways and norms of caring for sea Country.

As an organisation with partnerships at the core of our work, it is our ambition that the influence of our reconciliation actions extends well beyond our business and serve to encourage and inspire all of our partners as they progress their reconciliation journeys. This includes our international partners as we expand our global portfolio.

To me, reconciliation means:

“ Learning the truth about our nation's history; hearing Aboriginal and Torres Strait Islander voices; embracing, celebrating, being proud of Aboriginal and Torres Strait Islander culture/s; respecting Sea Country knowledge.

# PARTNERSHIPS AND CURRENT ACTIVITIES

The Raine Island project, our first partnership with Traditional Owners of the Great Barrier Reef commencing in 2015, set a fertile ground for the Foundation to negotiate three important programs of work across the world's most treasured coral reefs that would start to see the emergence of our effort to recalibrate a new kind of relationship with First Nations Peoples in the places that we work.

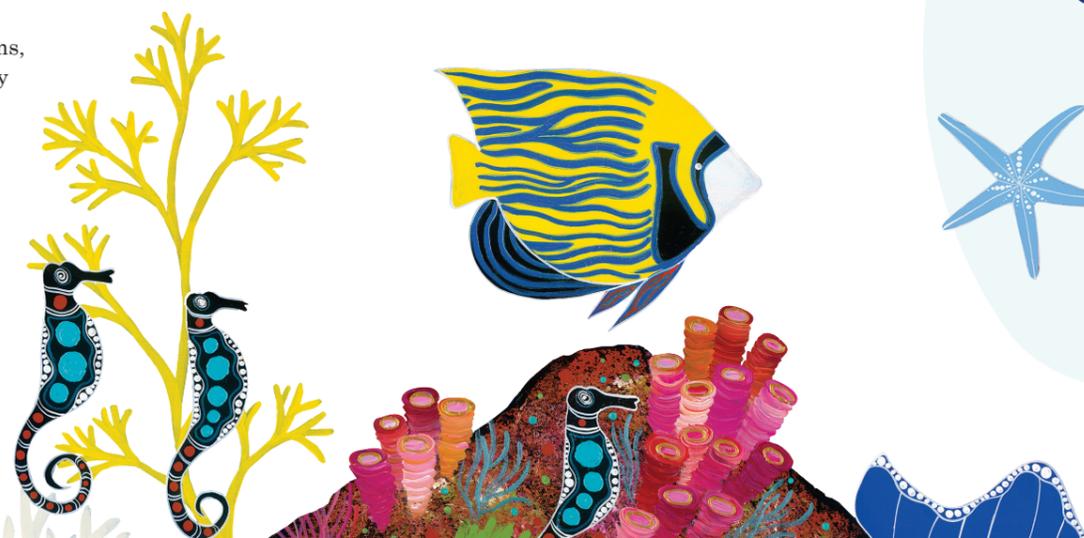
The Reef Trust Partnership, Resilient Reefs and the Reef Islands Initiative are now all working in genuine, respectful ways that uphold shared decision-making, reciprocity, and mutual benefits at the heart of our relationships with First Nations Peoples in Australia and abroad.

Building from this initial partnership with the Wuthathi and Meriam Peoples, the Great Barrier Reef Foundation now has partnerships with over half of the Reef's more than 70 Traditional Owner groups through the Reef Trust Partnership Traditional Owner Reef Protection Program, a \$51.8m program funded by the Australian Government. Through this Program we are embodying the principles and mindsets of a co-design process that is helping frame a new era of relationship building, truth telling and healing with Great Barrier Reef Traditional Owners that is informing a new identity for the Foundation as we grow into our future.

Engagement with Traditional Owners through this program currently includes:

- Partnering in the delivery of 44 on-ground Reef protection projects including junior ranger programs, Sea Country Planning, reef restoration and healthy water activities with design parameters for these projects supporting self-determination, cultural resilience and community development outcomes.

- Supporting a co-designed Indigenous Heritage Monitoring pilot program in four Traditional Owner communities along the Reef which includes safeguarding the use of Indigenous knowledge through best practice in data sharing agreement-making
- Co-designing a new 'Healing Country' grant program that will support Traditional Owners in on-ground activities that connect and restore Country.
- A Traditional Owner Reef Futures Fund to support and strengthen the role of Traditional Owners in Reef governance, foster new and sustainable partnerships and promote enduring Reef protection outcomes.
- Participation of Traditional owners in program governance and design including a five-member Traditional Owner Advisory Group, 3 Traditional Owner co-design working groups consisting of 17 members, and four Traditional Owners on high-level project boards or steering committees.
- Supporting education, capacity-building and employment pathways through customised training programs
- Dedicated cultural leadership activities that focus on supporting women, men and youth in their engagement in looking after the Reef and catchment areas.
- Co-designing a Traditional Owner Strategic Communications Framework to elevate Traditional Owners' unique voice as inherent rights and interest holders and deliver against their aspirations for their individual stories to add to a collective narrative that is positive and powerful. A recent example of this is the Healing Country Statement released during NAIDOC Week 2021.



To me, reconciliation means:

“ We as a Country come together to recognise and acknowledge the past, and change systems and policies that create inequity between first nations and non-indigenous Australians. We acknowledge and pay respects for the past, and celebrate our Country's history and future.

Beyond this major program we are also supporting Traditional Owners to develop an edu-tourism offering on AVOID Island with partners Lendlease, the Fitzgerald Family Foundation, and the Australian and Queensland Governments. And through our global programs we have supported Traditional Owners on the Ningaloo Coast to undertake cultural mapping and Kanak Peoples in New Caledonia to convene a celebratory turtle festival with a strong focus on customary rights and agreement making.

And we continue, from where it all began, with our partnership with the Wuthathi and Meriam Peoples, through ongoing support of the Raine Island Recovery Project. Through all of this work we continue to learn and grow a deeper understanding about what is important to First Nations Peoples in empowering the management of their cultural lands and seascapes.



To me, reconciliation means:

“ I'm not Australian, but reconciliation for me concerning Indigenous nations in my home Country has often been about recognising the realities of our history. Learning what exactly settlers did and what treaties/agreements our government violated really shed light on why there are such stark inequalities. I feel pretty impotent when it comes to correcting historical injustices, so I settle for compassion, humility and a willingness to understand.

# OUR PLAN FOR RECONCILIATION



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>RELATIONSHIPS</b>			
<b>1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	Continue to identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence.	July 2022	Director Traditional Owner Partnerships
	Continue to research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2022	Director Traditional Owner Partnerships
	Host a cultural learning exchange between GBRF staff and Traditional Owner members participating in program governance arrangements: sharing platform/culturally safe space to present about history, community, priorities and aspirations within a day of education/celebration.	November 2022	Director Traditional Owner Partnerships
<b>2. Build relationships through celebrating National Reconciliation Week (NRW).</b>	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	27 May – 3 June 2022	GBRF Science Communicator
	RAP Working Group members to participate in an external NRW event. <a href="https://www.reconciliation.org.au/national-reconciliation-week/">https://www.reconciliation.org.au/national-reconciliation-week/</a>	27 May – 3 June 2022	Director Partnerships & Communications
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2022	Manager, Engagement and Communications
<b>3. Promote reconciliation through our sphere of influence.</b>	Communicate our commitment to reconciliation to all staff.	Ongoing Review October 2022	Director Partnerships & Communications
	Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey.	July 2022	Manager, Engagement and Communications
	Continue to identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey.	August 2022	Corporate Partnerships Manager
	Facilitate interactive small group work as a part of the broader cultural learning exchange that workshops what reconciliation means to the Foundation and Aboriginal and Torres Strait Islander Peoples.	January 2023	Director Traditional Owner Partnerships
	Share the history of Australia Day with staff and offer the opportunity to select an alternative day of leave in the calendar year in respect of First Nations experience.	January 2023	Executive Director Projects and Partnerships
	Explore opportunities to extend RAP actions to our project and corporate partners, for example: <ul style="list-style-type: none"> <li>encouraging our project partners to support First Nations suppliers, recruit Aboriginal and Torres Strait Islander staff, engage with or be more inclusive of Aboriginal and Torres Strait Islander groups.</li> </ul>	October 2022	Executive Director Projects and Partnerships

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
<b>RELATIONSHIPS</b>			
<b>4. Promote positive race relations through anti-discrimination strategies.</b>	Research best practice and policies in areas of race relations and anti-discrimination.	August 2022	People and Culture Manager, Corporate Services
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.	August 2022	People and Culture Manager, Corporate Services
<b>RESPECT</b>			
<b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.</b>	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation.	December 2022	Executive Director Projects and Partnerships
	Conduct a review of cultural learning needs within our organisation.	July 2022	People and Culture Manager, Corporate Services
	Ensure Stories shared by Aboriginal and Torres Strait Islander peoples and other Indigenous Peoples that we are working with are visible and communicated to promote, educate and celebrate their histories, vibrant communities/ cultures/ Country/ activities	Ongoing Review October 2022	Manager Engagement and Communications
	Develop a business case for an Art Bank where GBRF could loan and display First Nations artwork within its offices of the Traditional Owners and Custodians that we are working with.	December 2022	People and Culture Manager, Corporate Services
	Offer cultural training to staff in delivery organisations (paid from project funding).	November 2022	Contracts Manager
	<b>6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.</b>	Continue developing an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area.	Ongoing Review August 2022
Continue to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.		October 2022	People and Culture Manager, Corporate Services
Acknowledgement of Country to be appropriate and visible at the entrance of all GBRF office space		July 2022	Senior Manager, ICT & Administration



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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### RESPECT

<b>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</b>	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	July 2022	Research & Development Coordinator
	Introduce our staff to NAIDOC Week by promoting external events in our local area.	28 June – 11 July 2022	Research & Development Coordinator
	RAP Working Group to participate in an external NAIDOC Week event.	28 June – 11 July 2022	Corporate Partnerships Manager
	Make Traditional Owner designed NAIDOC shirts available for staff and Traditional Owner members of our governance arrangements to raise awareness and increase pride.	June 2022	Director Traditional Owner Partnerships
<b>8. Support and promote the Uluru Statement from the Heart.</b>	Share Resources on the Uluru Statement of the Heart and its elements with staff and make available at GBRF offices.	September 2022	Executive Director Projects and Partnerships
	invite Traditional Owners that formed a part of the leadership authoring the Statement to present to the Foundation on the process and importance of the Statement and what it means for our shared futures.	September 2022	Director Traditional Owner Partnerships

### OPPORTUNITIES

<b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation.	February 2022	People and Culture Manager, Corporate Services
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	July 2022	People and Culture Manager, Corporate Services
	Including the use of Indigenous recruitment agencies and channels as a means to advertise upcoming vacancies as standard practice	July 2022	People and Culture Manager, Corporate Services
	Release an Expression of interest for an Aboriginal/ Torres Strait Islander Board position	July 2022	Managing Director
<b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	October 2022	Head of Corporate Services
	Investigate Supply Nation membership.	August 2022	Head of Corporate Services

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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### GOVERNANCE

<b>11. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.</b>	Maintain a RWG to govern RAP implementation.	Ongoing Review June 2022	Executive Director Projects and Partnerships
	Review and update a Terms of Reference for the RWG.	July 2022	Executive Director Projects and Partnerships
	Increase Aboriginal and Torres Strait Islander representation on the RWG.	August 2022	Director Traditional Owner Partnerships
<b>12. Provide appropriate support for effective implementation of RAP commitments.</b>	Define resource needs for RAP implementation.	May 2022	Head of Corporate Services
	Engage senior leaders in the delivery of RAP commitments (via the Foundation's Directors Forum).	May 2022	Executive Director Projects and Partnerships
	Define appropriate systems and capability to track, measure and report on RAP commitments.	May 2022	Executive Director Projects and Partnerships
<b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.</b>	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	September 2022	Executive Director Projects and Partnerships
<b>14. Continue our reconciliation journey by developing our next RAP.</b>	Register via Reconciliation Australia's website to begin developing our next RAP.	February 2023	Executive Director Projects and Partnerships





Level 11, 300 Ann Street,  
Brisbane Qld 4000 Australia

**P** +61 7 3252 7555  
**W** [barrierreef.org](http://barrierreef.org)  
**ABN** 82 090 616 443

Theresa Fyffe  
*Executive Director Projects  
& Partnerships*

**P** +61 7 3252 7555  
**E** [info@barrierreef.org](mailto:info@barrierreef.org)



Great Barrier  
Reef Foundation