

Reef Trust Partnership



Communication and Engagement Plan



Australian Government

REEF TRUST



Great Barrier
Reef Foundation

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Preface

The Great Barrier Reef (the Reef) is the largest living structure on the planet and is so large it can be seen from space. It's home to the most extraordinary array of animals and birds, and is often referred to as the rainforest of the sea. Sir David Attenborough describes it as:

“one of the greatest, and most splendid natural treasures that the world possesses.”

Today, however, the Reef is under threat from climate change and local stresses. We need the help of all Australians to protect and restore the Reef. Over the last two decades, the Great Barrier Reef Foundation (GBRF) has drawn together the many groups who are working to protect the Reef. There are hundreds of people and organisations working to achieve this including universities, research institutions, government agencies, scientists, traditional owners and community groups. The GBRF is the place where these myriad groups (large and small) come together to work on the highest priority projects which will have the greatest impact on protecting and restoring the Reef.

Our projects have had a measurable impact on the health of the Reef including monitoring reef health in near-real time (eReefs) to securing the future of green turtles on Raine Island (Raine Island Recovery Project), to developing the first portfolio of projects to address the resilience of reefs adapting to climate change. We also have a track record in innovation, developing solutions such as the RangerBot which detects and addresses threats to coral reefs.

Underpinning this partnership is a record government investment of \$443.3 million to tackle critical issues of water quality and crown-of-thorns starfish control, harness the best science to restore reefs and support reef resilience and adaptation, enhance Reef health monitoring and reporting, and increase community engagement on the Reef.

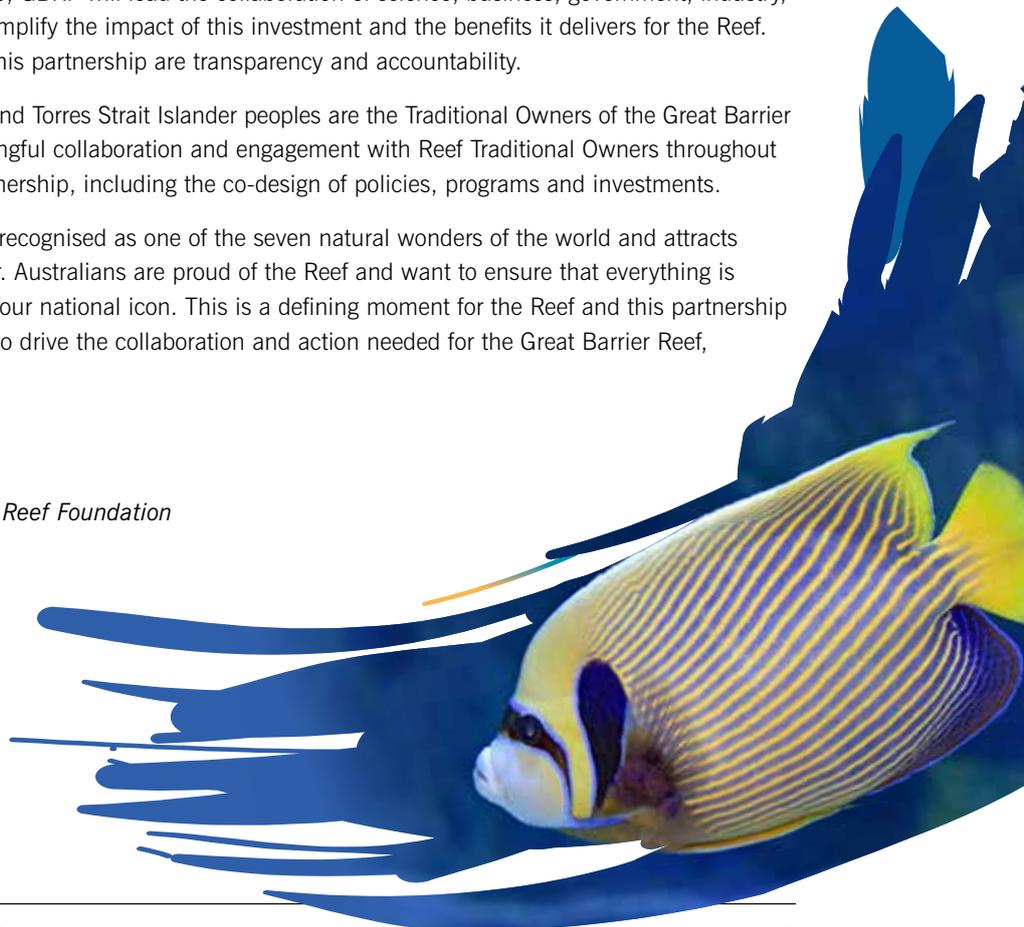
Through the Reef Trust Partnership, GBRF will lead the collaboration of science, business, government, industry, philanthropy and community to amplify the impact of this investment and the benefits it delivers for the Reef. Our guiding principles to deliver this partnership are transparency and accountability.

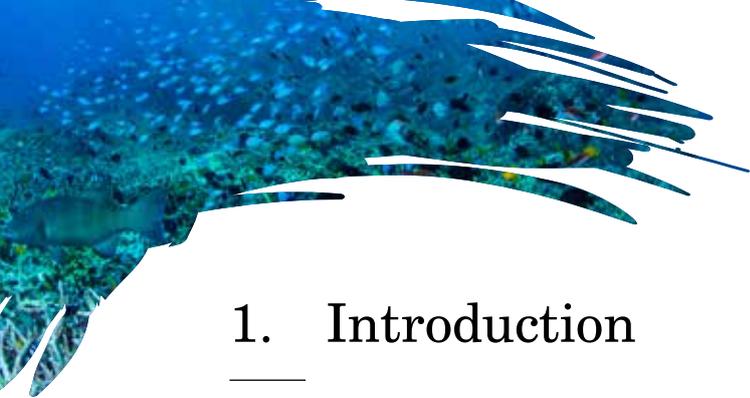
The GBRF recognises Aboriginal and Torres Strait Islander peoples are the Traditional Owners of the Great Barrier Reef. We are committed to meaningful collaboration and engagement with Reef Traditional Owners throughout the delivery of the Reef Trust Partnership, including the co-design of policies, programs and investments.

The Great Barrier Reef is globally recognised as one of the seven natural wonders of the world and attracts over two million visitors each year. Australians are proud of the Reef and want to ensure that everything is being done to protect and restore our national icon. This is a defining moment for the Reef and this partnership is an unprecedented opportunity to drive the collaboration and action needed for the Great Barrier Reef, now and for the future.

Anna Marsden

Managing Director, Great Barrier Reef Foundation





1. Introduction

During the 2018 International Year of the Reef, the Australian Government announced the largest ever single investment in reef protection through the Reef Trust Partnership (the Partnership). The Reef Trust Partnership is aimed at sparking new and innovative collaborations across a diverse mix of public, private, corporate, community and research endeavours to implement reef restoration and protect the Great Barrier Reef.

The GBRF is the lead charity for the Great Barrier Reef and for two decades has cultivated the partnerships and projects that draw out the best science, technology, research and conservation ideas to protect and restore the Reef.

Our role reflects the UN World Heritage Convention recommendation to establish a national foundation that raises funds to protect world heritage sites. We are uniquely placed to deliver measurable improvement in the health of the Great Barrier Reef World Heritage Area and leverage further investment from corporate and private donors.

The Partnership will amplify the government investment going to the Reef and builds on the investments cultivated by the GBRF throughout its history.

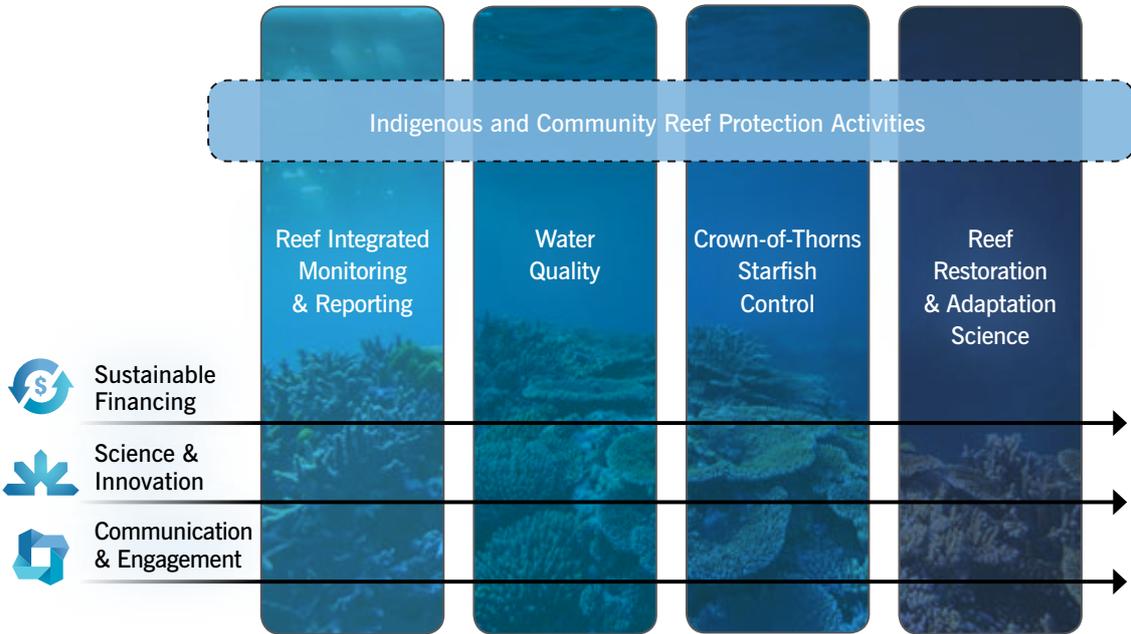
The Grant Agreement (the Agreement) between the Department of the Environment and Energy and GBRF sets out the requirements for the Reef Trust Partnership including the requirement for a Communication and Engagement Plan (the Plan). The Plan outlines the high-level objectives and activities of the GBRF in delivering its agreed outcomes under the six years of the Reef Trust Partnership (2018-2024).

The Plan has been developed with input and expertise from the Department of the Environment and Energy, the Queensland Department of Environment (the Office of the Great Barrier Reef), the Great Barrier Reef Marine Park Authority and Indigenous representatives.

The Plan should also be read in the context of other published plans including the Investment Strategy Annual Work Plan Consultation Plan, Risk Management Plan and Collaborative Investment Strategy.

As highlighted in the Agreement, GBRF will deliver on five Activity Project Components (the Components) in an integrated and innovative manner (see Figure 1). These components are water quality, crown-of-thorns starfish control, reef restoration and adaption, community and Traditional Owner Reef protection activities, and monitoring and reporting.

Figure 1: Partnership components



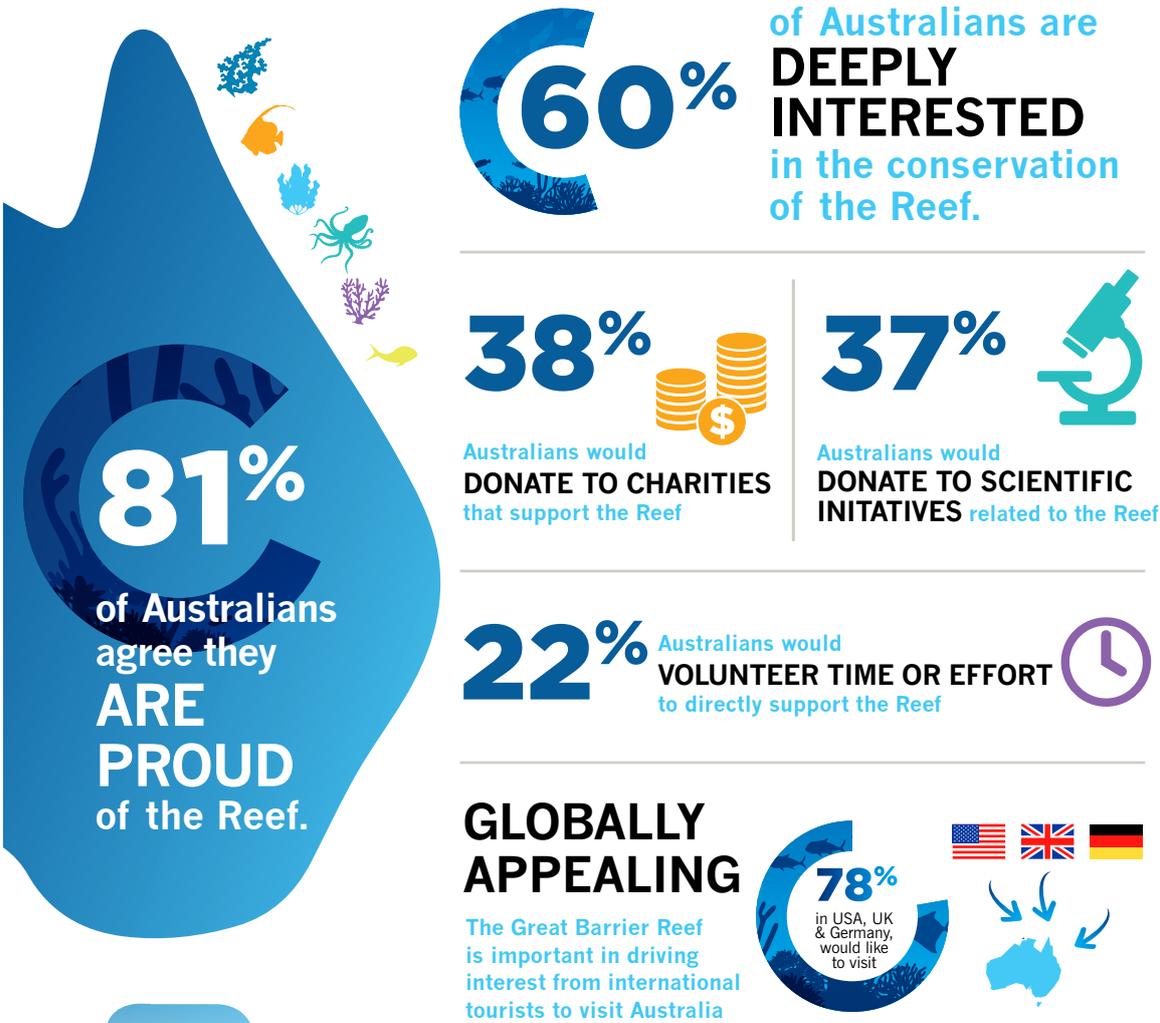
This will require all engagement and communication activities to be similarly integrated.

As per the agreed Activity Gantt Chart, activities in year one (2018-2019) are focused on planning and establishment activities, with the following five years (2019-2024) of the Partnership focused on delivery of project activities and outcomes. This Communication and Engagement Plan will be updated as the forward year activities are finalised but sets the framework through which communication and engagement will occur.

This Plan has been developed with additional insight based on consumer research conducted by the GBRF in 2018. The consumer research identifies consumers are most willing to support efforts to preserve the Reef by contributing time to, for example, citizen science and monitoring programs; changing behaviours that benefit the Reef; or by co-investment.

Figure 2: Consumer research: Conservation of the Great Barrier Reef

Conservation of the Great Barrier Reef



Nationally representative online surveys. n=1,000 Australian residents. Internationally: n=537 USA residents; n=500 UK residents & n=501 Germany residents. Sample sourced through third party online sample providers. Fieldwork conducted between May-July 2018

2. Approach

The Partnership brings five important Components together into one Portfolio (see Figure 1). This provides the opportunity for the Portfolio to be designed and delivered in an integrated way, maximising the co-benefits that can be achieved and providing considerable efficiency dividends, as outcomes from one component can inform and strengthen the outcomes of others.

2.1 Portfolio level

Communicating the challenges the Reef faces, as well as the ways we can address those challenges, is a key element of the Partnership. The community is often aware of the challenges facing the Reef but not necessarily the scientific research and conservation projects that are directed at providing solutions. This has been a continuing message from scientists, tourism operators, the community, government agencies and advisory bodies.

As such there is a strong desire for a more constructive, consistent and hopeful narrative and for steps to be taken to engage all parts of the community in this major conservation effort. Communication and genuine engagement with all Australians will underpin the Partnership's success and will build a platform to inspire Australians to take positive action to contribute to Reef protection and restoration.

For individuals, taking action can occur through a number of ways from practical changes at the household level to participating in community activities, as well as through the donation of time or funds. As such, the Communication and Engagement Plan is critical to the successful deployment of the **Collaborative Investment (Fundraising) Strategy**.

At a Portfolio level, the Communication and Engagement Plan will articulate the significant benefits that will be achieved under the projects, for the Reef, local communities and the wider nation.

Communication activities will be focused on:

- clearly articulating the problems and challenges that each of the five Components are designed to address
- the scientific and evidence base that underpins project activities
- the expertise and contributions being applied to project design and delivery
- the long-term benefits each Component is seeking to achieve, and the social, environmental and economic impacts these will have.

2.2 Component level approach

The Communication and Engagement Plan is also critical to building understanding, trust and community ownership of the Partnership projects. The Reef space is busy, crowded and in some areas fragmented with hundreds of organisations working for the Reef including Traditional Owners, government agencies, research organisations, scientists, the agriculture sector, tourism operators, international conservation bodies and community organisations. A key aim of the GBRF is to support improved alignment and cohesion of existing activities and ensure new work is complementary and collaborative.

To be successful, these organisations should have a sense of ownership of the projects in their design and delivery under the Partnership. It is also important to have an understanding of how each project is contributing to the long-term outcomes of the Reef and the Reef 2050 Plan.

It is critical that engagement and communication activities are driven by the strategic objectives of the Partnership, and our approach will ensure this occurs through the following framework:

Figure 3: Partnership Communication and Engagement approach



This Plan provides the overarching mechanism and will be supported by more detailed communication and engagement plans for each of the five component areas. These individual plans will be updated regularly and will be anchored in the project milestones developed by the Working Group for each component through the Annual Work Plans and will be informed by the Investment Strategy released in early 2019.

As a World Heritage-listed asset, the health and sustainability of the Great Barrier Reef is of international significance and interest, as a unique and important ecosystem and as a major tourist attraction for Australia. However, this Plan will focus on Australian stakeholders as the primary audience.

Management of this Plan will be the responsibility of the Director, Corporate Affairs with reporting to the Managing Director and Board as appropriate.

3. Key Messages

It is anticipated that some of these key messages will remain consistent during the life of the Partnership. Throughout the Partnership, the GBRF will review and supplement the key messages on a regular basis, incorporating additional messaging which reflects the status of the Partnership and addresses emerging issues.

Each of the Communication Plans for the five components will also incorporate key messages for the projects delivered under the Partnership.

Climate change

Climate change is the most significant threat to the Great Barrier Reef. At a global level, the 2018 Intergovernmental Panel on Climate Change (IPCC) report shows the window to act is closing. Climate change and other cumulative pressures mean that 'business as usual' approaches are falling short of creating the impact needed to sustain the Great Barrier Reef. A new collaborative approach is required to respond to the scale and severity of the challenge posed by climate change.

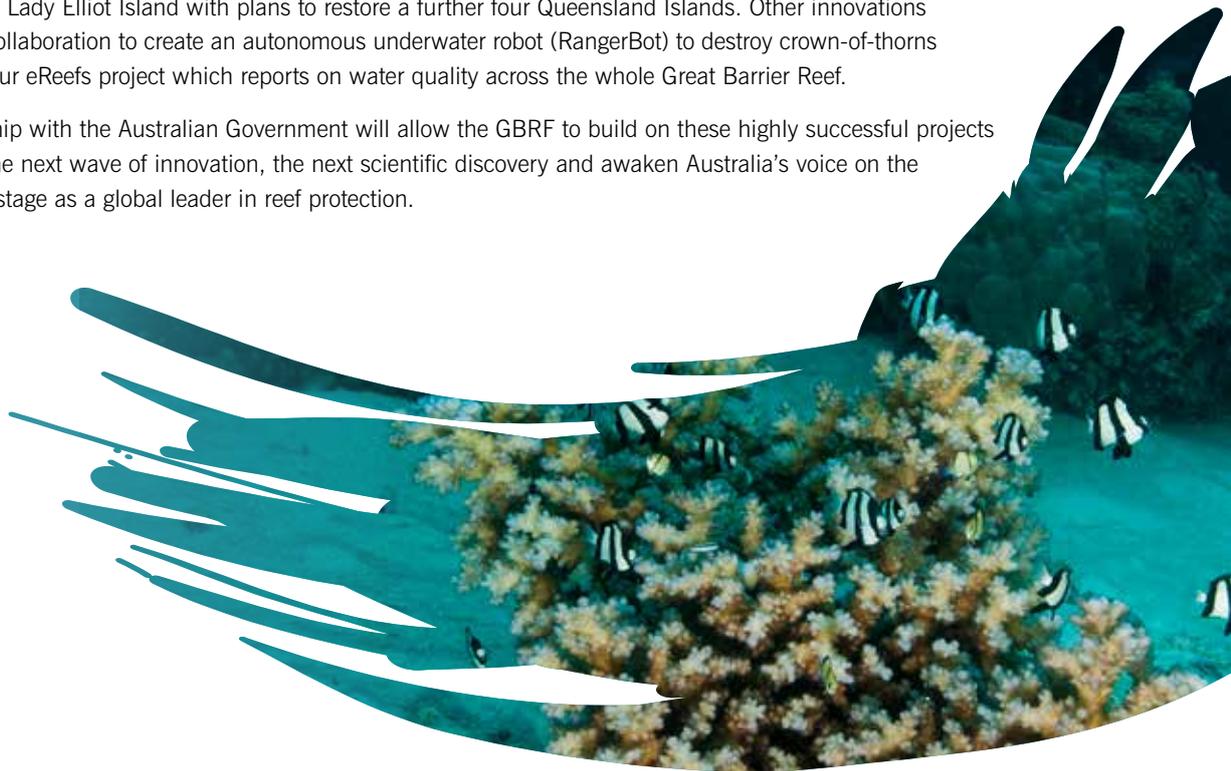
Whilst urgent action is required to reduce greenhouse gas emissions globally, at a local level, there are also steps we can take to build resilience to climate change. The GBRF has been building the tools, partnerships and programs to address the threat posed by climate change over many years. In fact, the GBRF was one of the first organisations to develop a portfolio of projects aimed at addressing the impacts of climate change on the Great Barrier Reef in 2012.

GBRF role

Over two decades, the GBRF has developed a track record of providing a collaborative platform to deliver high impact public-private partnerships to benefit the Reef, bringing together the brightest scientists with community, government, business and industry.

Our collaborative approach has created world first innovations – from coral IVF projects, to saving endangered green turtles on Raine Island, to beginning to unlock the genetic secrets of coral and the work to restore the ecosystem on Lady Elliot Island with plans to restore a further four Queensland Islands. Other innovations include our collaboration to create an autonomous underwater robot (RangerBot) to destroy crown-of-thorns starfish and our eReefs project which reports on water quality across the whole Great Barrier Reef.

The Partnership with the Australian Government will allow the GBRF to build on these highly successful projects and unlock the next wave of innovation, the next scientific discovery and awaken Australia's voice on the international stage as a global leader in reef protection.



Reef Trust Partnership

The Partnership takes a “portfolio” approach to investment in the Reef. It creates a structure for oversight of a portfolio of projects which provides greater integration, reduces duplication and catalyses innovation across a broad range of projects.

Collective impact

There is no one individual or organisation who can save the Reef. It will take the collective will and effort of the entire ecosystem of reef organisations to make a measurable impact. To unite this collective will, the inter-governmental Reef 2050 Plan provides the overarching framework and shared pathway for the Reef’s future. The Partnership forms a key part of the Reef 2050 Plan and will harness the work of government agencies, scientists, universities, communities and Traditional Owners as well as providing the architecture to amplify government investment through corporate and private donations.

Everyone has a role to play

Our consumer research shows that Australians are proud of the Reef (81%) and are deeply interested in its conservation (60%). People are also willing to donate to charities (38%) and scientific research (37%) and volunteer their time or effort (22%).

Economic impact

The Reef Trust Partnership is an investment not only in the future of the Great Barrier Reef, but also in Australian jobs and our economy as the Reef attracts visitors from across Australia and all over the world. The Reef has been assessed by Deloitte Access Economics as having an economic, social and icon value of \$56 billion. It contributes \$6.4 billion to the Australian economy annually and supports 64,000 Australian jobs.





4. Objectives

4.1 Partnership strategic objectives

The strategic objective of the Partnership is measurable improvement in the health of the Great Barrier Reef World Heritage Area in accordance with the overarching framework of the Reef 2050 Plan.

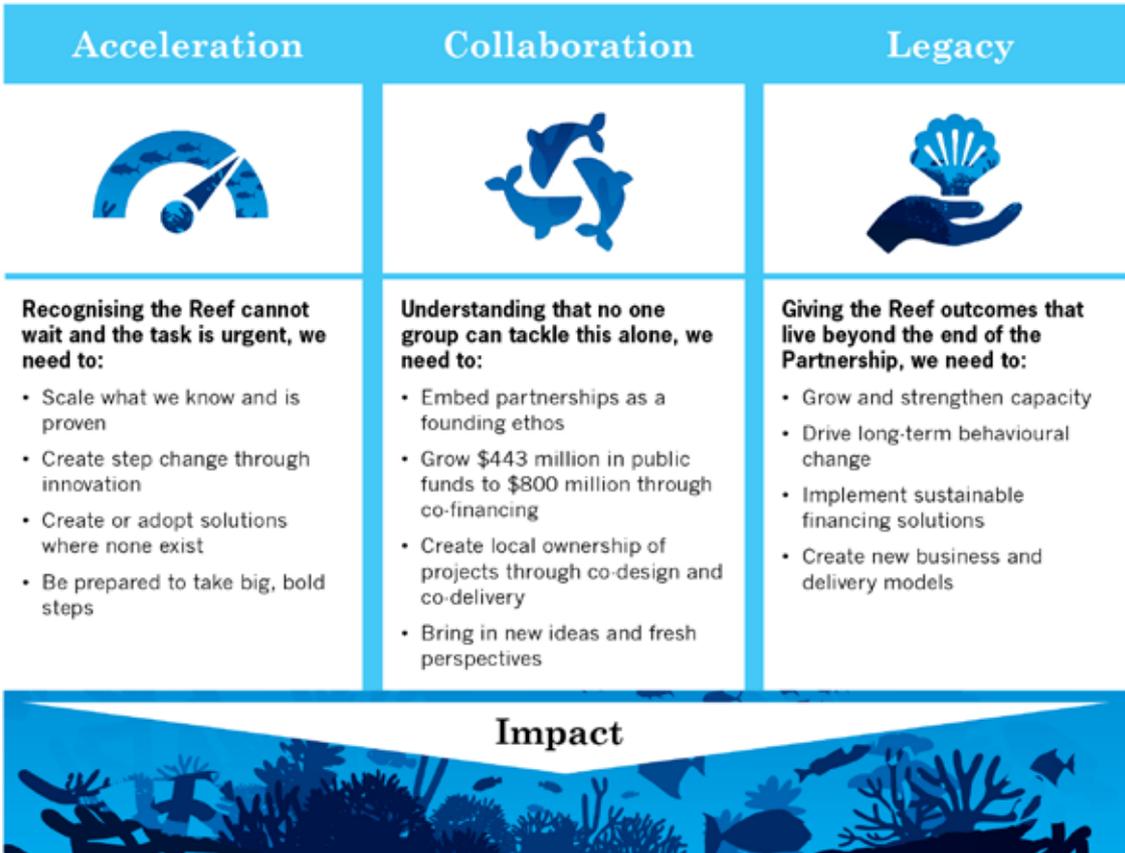
The strategic outcomes sought from the Partnership by 2024 are:

- improved management of the Great Barrier Reef World Heritage Area and relevant activities in the adjacent catchments;
- protection of attributes that contribute to the outstanding universal value of the Great Barrier Reef World Heritage Area including species, habitats and Indigenous values; and
- management of key threats to the Great Barrier Reef World Heritage Area including local stresses such as poor water quality and crown-of-thorns starfish outbreaks to build resilience to a changing climate.

4.2 Partnership delivery objectives

The delivery of the Partnership will be structured around three core pillars:

Three Core Pillars of the Reef Trust Partnership



4.3 Objectives for Engagement and Communication

Portfolio level

The key objectives for this Plan at a portfolio level are to:

- build community ownership of Partnership projects
- build environmental, economic and social capital in the Partnership projects
- ensure Traditional Owners are engaged in the co-design and delivery of each component
- ensure opportunities to be part of the Partnership and its five components are embraced by the community, stakeholders, delivery partners and funding partners
- align and integrate projects with existing programs and activities
- create awareness and understanding in the community that the Partnership will be implemented over six years, with the first 12 months focused on planning and establishment activities
- establish awareness and understanding of the role of all Australians in protecting the Great Barrier Reef
- encourage engagement with the protection of the Reef through visiting, volunteering and fundraising
- create opportunities for the international community to participate in, and learn from, the activities of the Partnership.

Component level

Communication and engagement activities for each component will be designed to support achievement of the following objectives:

- deliver strategic and targeted outcomes focussing on the highest priority threats in the highest priority locations
- allow the GBRF be a convener, enabler and promoter of new ideas, drawing in expertise from beyond the coral reef domain to drive new thinking, new approaches and innovation around Reef protection
- support implementation of short and long-term strategies for building capacity and capability across partners and sectors to scale proven strategies and sustain delivery of positive outcomes
- facilitate innovation in delivery models and promote the uptake of new approaches to drive behavioural change, pilot new on-ground approaches and technologies, and develop innovative financing solutions
- complement, align with, and support the use of existing communication channels and engagement processes and avoid duplication of effort
- identify and consider Traditional Owner and stakeholder issues and concerns throughout the design and delivery of component activities
- facilitate the effective flow of information and provide Traditional Owners, delivery partners, stakeholders, and the general public with accurate, concise and timely information on component activities
- maximise opportunities for solution-focused discussions, place-based approaches and tailored on-ground interventions
- support open and transparent decision making based on the best available science and expert knowledge
- facilitate collaborations across partners and sectors to generate new ideas, catalyse efforts, promote co-investment and the pooling of resources
- increase awareness and understanding of issues, building trust and maximising opportunities for win-win outcomes for the Reef and communities
- build confidence in our collective ability to tackle critical challenges facing the Reef through continuous feedback and learning processes
- amplify our current reach and accelerate impact by supporting, inspiring and empowering others to act.

5. Engagement Activities and Tools

Effective engagement with the entire Reef community, including Traditional Owners, is an essential component of the Partnership. The GBRF's approach is inclusive and aims to consider the social, cultural, ecological and economic dimensions of the challenges facing the Great Barrier Reef in order to build broad community support and effect positive and lasting change.

Our engagement activities will guide and support the delivery of collaborative and integrated approaches, build understanding and capacity, amplify reach and maximise uptake of practices for positive and enduring change.

5.1 Portfolio level

The GBRF has developed a Consultation Plan which sets out the method for consultation with the Great Barrier Reef Ministerial Forum, the Reef 2050 Plan Independent Expert Panel, the Reef 2050 Advisory Committee, the Queensland Office of the Great Barrier Reef, the Great Barrier Reef Marine Park Authority, and the Commonwealth Department of the Environment and Energy, in developing, finalising and updating the Investment Strategy and Annual Work Plan. The Investment Strategy and Annual Work Plans set out the GBRF's priority activities and outcomes and budget for each of the Reef Trust Partnership Components for each financial year.

The Partnership requires the GBRF to expand its existing networks and update its engagement model to include an explicit focus on:

- engaging Traditional Owners and partners with reach into the broader community
- utilising existing communication channels and engagement frameworks to avoid duplication and
- bringing new expertise and delivery partners to the table to complement existing programs and activities.

The GBRF is establishing a Traditional Owner Working Group to assist the GBRF advance its policy concepts and program design across all five components of the Reef Trust Partnership. This will include advice on the development and implementation of programs, policies and engagement approaches. Further details are provided in Appendix 1.

For 2018-19, engagement will broadly be aligned with the overall planning phase of the Partnership (although engagement plans on Water Quality will be more advanced). For the following years, the engagement will align with key project milestones once the projects are finalised and agreed.

5.2 Component level

At a component level, effective engagement:

- underpins our collaborative and integrated approach – which is critical to the success of the Partnership given the complex and multi-disciplinary nature of issues affecting the Great Barrier Reef and the range of Traditional Owner and stakeholder aspirations and interests and
- is critical to promoting understanding and underpins trust between all parties. It will provide the foundation for productive working relationships and is a key ingredient for practice change, the uptake of alternatives and paradigm shifts.

The engagement strategy for each of the five Components will use existing engagement structures such as established advisory committees as well as reference and working groups. Activity specific engagement plans will be developed, implemented and updated regularly for each Component. Indicative Engagement Plans for each of the five Component areas are provided in Appendix 2.

The engagement approach for each component has been informed by the International Association for Public Participation (IAP2) Public Participation Spectrum. Our approach recognises that individuals and organisations sit at different levels on the spectrum and our activities will be tailored to maximise opportunities for participation across all levels.



For each of the five Components the GBRF will:

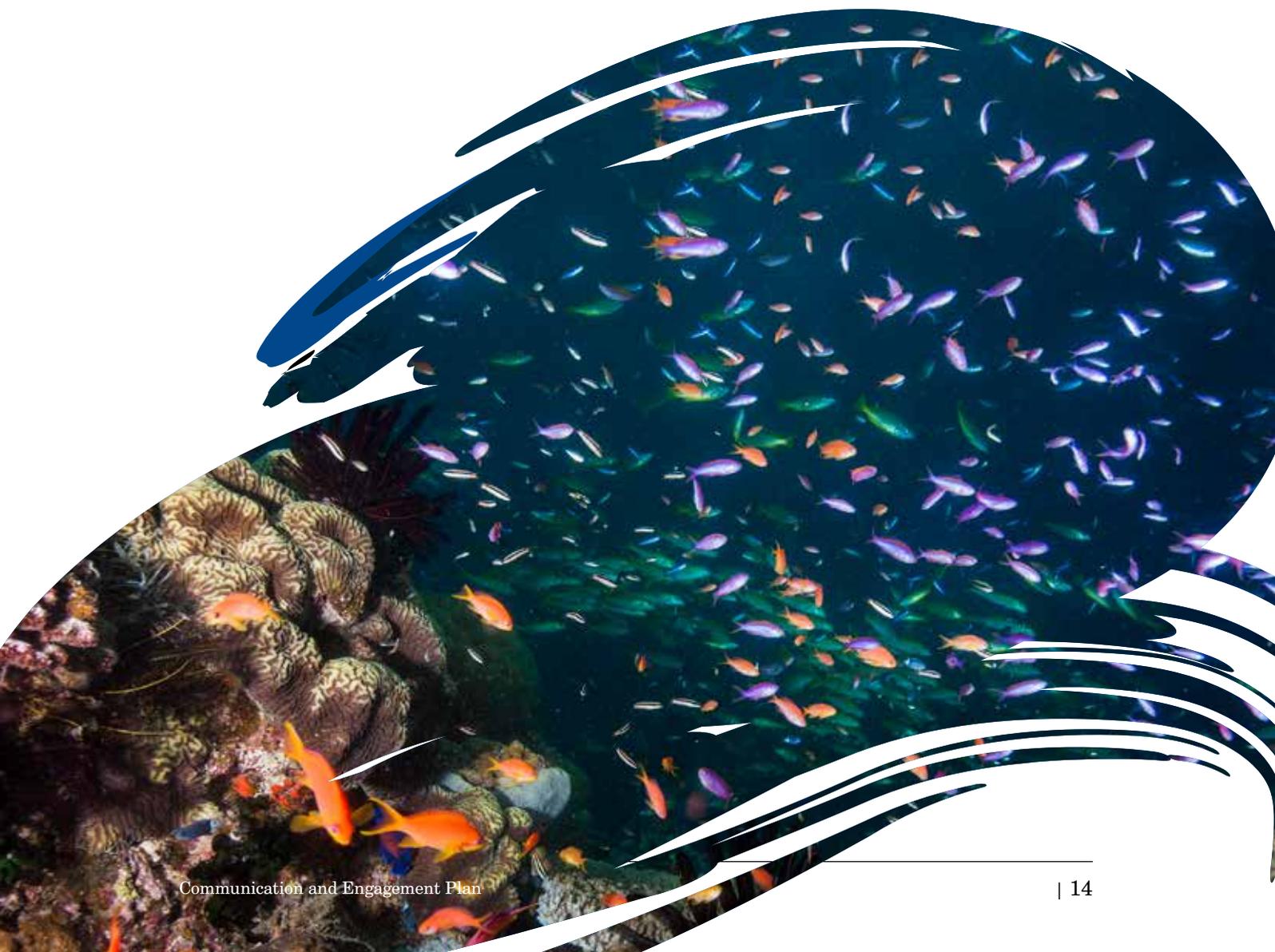
- build on lessons learnt from previous programs and reviews and seek guidance from Traditional Owners and stakeholders on the design of participatory processes
- clearly communicate component objectives, focus areas and engagement processes
- maximise use of existing engagement processes, forums and partner networks to ensure activities build on and complement current programs and maximise opportunities to leverage knowledge and pool resources across parties
- collaborate with partners to identify and prioritise projects based on robust scientific-evidence, expert knowledge and cost-effective approaches and ability to be scaled-up
- engage early and regularly check in and consult with partners to identify and consider issues of concern during concept, planning and implementation phases of programs
- work with delivery partners and investors to scale proven strategies and accelerate positive outcomes
- bring new expertise to the table to collaboratively develop new technologies and methods to cost-effectively drive reductions in key threats and build Reef resilience
- adopt inclusive, tailored and integrated approaches to ensure programs and maximise opportunities for win-win outcomes and delivery of multiple benefits across Reef 2050 themes
- promote strategic collaborations across partners to improve mutual understanding of issues, identify gaps in knowledge, barriers to success, avoid duplication of effort and to pool expertise and resources to address challenges
- collaboratively design and where practical involve partners in monitoring and evaluation processes and the collection of data for models to build confidence and ownership in program design and reporting processes and drive change
- integrate opportunities to build capacity and capability across critical areas in the design and delivery of engagement activities
- provide regular updates of activities and promote opportunities for information exchange and shared learnings
- accord with international best practice principles and standards of Free Prior and Informed Consent and mutual benefit when engaging with Traditional Owners.



Engagement tools and processes include:

- issue specific and/or place-based meetings, workshops, briefings and presentations
- focus groups and surveys
- public meetings, events and roadshows
- round-table forums and field days showcasing pilot programs
- established advisory committees, reference and working groups
- mentoring, partnering, peer-to-peer learning and leadership programs
- education and extension activities
- websites, newsletters, factsheets, infographics, social media and videos
- story telling
- online knowledge and engagement platforms and interactive forums
- knowledge hubs, expert forums and information exchanges
- conferences and mini-symposiums
- collaborative and participatory decision-making forums
- delegated decision making.

The GBRF will identify performance indicators and build monitoring and evaluation processes into each of our component plans to assess effectiveness and adapt approaches across the life of the Partnership.



6. Traditional Owner and Stakeholder Identification

The GBRF has a large partner network and engagement is central to all its activities.

As part of the Partnership, the GBRF is developing engagement plans for each of the five component activities. Component activities are:

- Water Quality (WQ)
- Crown-of-Thorns Starfish Control (COTS)
- Traditional Owner and Community Reef Protection (TOC)
- Reef Restoration and Adaptation Science (RRAS)
- Integrated Monitoring and Reporting (IMR)

Table 1 provides a high-level overview of Traditional Owner and stakeholder engagement roles together with their likely involvement across different stages of the Partnership and each of the Component activities. The information was derived from a desktop audit of Reef-related activities and engagement processes conducted by the GBRF.

At the highest level, the Great Barrier Reef Ministerial Forum provides strategic oversight of the implementation of the Great Barrier Reef Intergovernmental Agreement, including the Reef 2050 Plan. Component activities form a key part of implementation of this Plan.

At the Australian Government level, the Prime Minister, the Minister for the Environment and the Minister for Trade, Tourism and Investment are key stakeholders, and at a State Government level the Premier and the Minister for Environment and the Great Barrier Reef, Minister for Science and Minister for the Arts are key stakeholders.

Traditional Owners together with cross-community forums, industry partners, the science and research community, and stewardship and conservation groups all play key roles in conserving the Great Barrier Reef and delivery of activities related to the Partnership.

Table 1: Engagement roles

Who	Role			Stage			Component Activity				
	Advisory	Delivery Partner	Co-investor	Planning	Execution	MER[1]	Water Quality	COTS	TOC	RRAS	IMR
Government & Reef 2050 Advisory Bodies											
Great Barrier Reef Ministerial Forum	X		X	X		X	X	X	X	X	X
Australian Government Department of the Environment and Energy	X	X	X	X	X	X		X	X	X	X
Great Barrier Reef Marine Park Authority	X		X	X		X	X		X	X	X
Queensland Government Office of the Great Barrier Reef	X		X	X		X	X		X		X

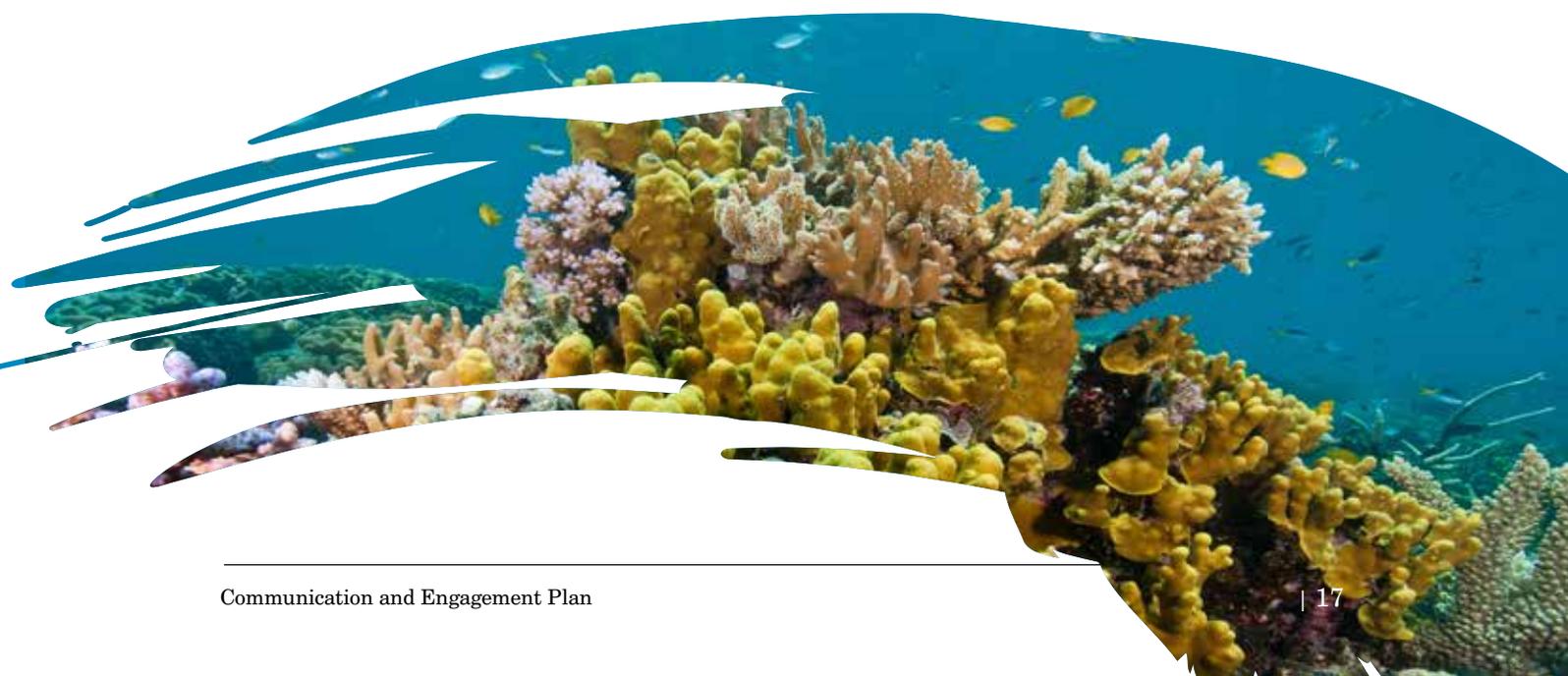
Who	Role			Stage			Component Activity				
	Advisory	Delivery Partner	Co-investor	Planning	Execution	MER[1]	Water Quality	COTS	TOC	RRAS	IMR
Government & Reef 2050 Advisory Bodies											
Reef 2050 Advisory Bodies (RAC[2] & IEP[3])	X			X		X	X	X	X	X	X
Other Australian Government Departments and agencies	X	X	X	X	X	X	X	X	X	X	X
Other Queensland Government Departments and agencies	X	X	X	X	X	X	X	X	X	X	X
Local Government	X	X	X	X	X	X	X		X		X
Traditional Owners											
Traditional Owner and other Aboriginal and Torres Strait Islander peoples incl. Prescribed Body Corporates, representative bodies, Aboriginal Corporations, advisory committees & reference groups	X	X	X	X	X	X	X	X	X	X	X
Cross-community											
NRM regional groups collective	X			X		X	X		X		X
NRM regional bodies	X	X	X	X	X	X	X		X		X
Regional healthy waterways partnerships	X	X	X	X	X	X	X		X		X
GBRMPA - Local Marine Advisory Committees	X	X		X	X	X	X		X	X	X
Industry partners											
Tourism industry incl. representative bodies, committees & regional organisations	X	X	X	X	X	X	X	X	X	X	X
Fishing sector, incl. commercial and recreational fishing peak bodies, associations & advisory groups	X	X	X	X	X	X	X		X		X
Agriculture sector, incl. peak bodies, alliances & regional organisations	X	X	X	X	X	X	X		X		X
Corporate sector	X		X		X		X		X	X	X
Ports, shipping & resource sectors	X	X	X	X		X	X		X	X	X

Who	Role			Stage			Component Activity				
	Advisory	Delivery Partner	Co-investor	Planning	Execution	MER[1]	Water Quality	COTS	TOC	RRAS	IMR
Science and research											
Universities, Centres for Excellence, science institutes, research hubs & science/data provider organisations	X	X	X	X	X	X	X	X	X	X	X
Citizen Science	X	X		X	X	X	X	X	X	X	X
Research & development sector	X	X	X	X	X		X	X		X	X
Stewardship and conservation											
International conservation bodies, organisations & initiatives	X		X	X		X			X	X	X
National & regional conservation organisations	X	X	X	X	X	X	X		X	X	X
GBRMPA Reef Guardian Councils, Schools & Fishers	X	X	X	X	X	X	X		X		X
Not-for-profit sector	X	X	X	X	X	X	X		X	X	X
Education sector	X	X		X	X	X	X		X		

[1] Monitoring, Evaluation, Reporting and Improvement

[2] Reef 2050 Advisory Committee

[3] Reef 2050 Independent Expert Panel



7. Communication Activities and Tools

For each of the five Components, a tailored communication plan will be developed with the Working Groups for each area. This approach is necessary because each Component will have different timelines, stakeholders, communication imperatives and audiences. These individual communication plans will be updated as the projects move from planning to implementation and delivery stages. Table 2 shows indicative communication activities for each phase of the Partnership and indicative digital activities are listed in Appendix 3.

Note: All materials will be developed in simple, easy to understand and culturally appropriate language and accessible formats.

Table 2: Indicative communication activities by phase

Planning Phase		
Method	Actions	Status
Establish a webpage on Reef Trust Partnership (RTP) & portal to subscribe to RTP updates	Stakeholders subscribe to electronic direct mail (eDM)	Commenced and ongoing
Establish a comprehensive database of all stakeholders for ongoing communication activities	Audit of existing stakeholders and update of relevant contact details CRM tool implemented to manage all engagement and communication activities over the life of the RTP Database to include existing communication networks such as Reef 2050 Communication Network	Ongoing
Regular newsletter	Direct communication with all stakeholders through regular eDM (RTP Update)	Commenced and ongoing
Stakeholder briefings through regional roadshows, public meetings, existing networks (including LMACs, NRMs) and supplemented by individual stakeholder meetings as needed	Roadshows to outline process and timings Engagement to cover regional areas Engagement to seek feedback	Commenced and ongoing
Webinars	To inform stakeholders of timing and next steps	Commenced and ongoing
Issues monitoring	Timely responses to issues raised by stakeholders Monthly report collating feedback from website, correspondence and social media Monthly report on media issues Establish an Issues Register	Ongoing
Develop key messages and Q&As	Create visual resources to explain each component for use on website and to engage stakeholders	Ongoing
Develop tailored communication channels and materials for Traditional Owners, based on advice from the Traditional Owners including the Traditional Owner Working Group	<i>Measures to be determined by the TO Working Group</i>	EOIs received for Traditional Owners Working Group

Planning Phase		
Method	Actions	Status
Media releases to announce release of key documents under the Grant Agreement	Media releases have been issued for the Governance Framework, Work Plan Consultation, Activity Gantt Chart and Collaborative Investment (Fundraising) Strategy	Ongoing
Develop a runway of activities to support the 2018-19 planning phase of the RTP to ensure maximum engagement and exposure in all stakeholder communities	Communication KPIs will be tailored for each funded project activity as these are finalised. Reporting against these KPIs will be part of the formal funding agreements with delivery partners.	Ongoing
Letters to the editor	To address any emerging issues and mitigate the spread of misinformation to the public	Ongoing
Prior to Launch of Project		
Method	Actions	Status
Regular newsletter	Direct communication with all stakeholders through regular eDM (RTP Update)	
Webpage	Update webpage with details of EOIs	
Webinars	To inform stakeholders of timing and next steps	
Issues monitoring	Timely responses to issues raised by stakeholders Monthly report collating feedback from website, correspondence and social media Monthly report on media issues Update Issues Register	
Engage Federal MPs and Senators / Qld MPs/Local Mayors	Develop facts sheets and visual resources explaining “What is the RTP and what will it deliver?”	
Engage media (Press Gallery, environment journalists, science publications)	Develop facts sheets and visual resources explaining “What is the RTP and what will it deliver?”	
Community Forums	To inform community and stakeholders of progress and next steps and seek feedback	



Launch / Project Announcement		
Method	Actions	Status
Host project launch in local / regional area with community representatives	Invite Federal, State and Local government representatives in addition to other stakeholders	
Newsletter	Direct communication with all stakeholders	
Webpage	Update webpage with details of projects	
Media pack including media release, FAQs, visual content for distribution	Tailor messages by geographical location	
Identify science and delivery partners as spokespersons	Ensure science and innovation are key stories behind each project	
Opinion pieces for science and research publications by scientists	Showcasing on-ground actions	
Opinion pieces for newspapers	Showcasing investment into regional areas	
Develop an audio visual library	Create visual assets (photo, video etc) to support visual story telling from the beginning of the project through to the reporting stages	
Project Milestones and Delivery		
Method	Actions	Status
Newsletter	Direct communication with all stakeholders	
Webpage	Update webpage with details of milestones	
Community days	Invite the local community to get involved with Reef activities and promote awareness of RTP projects with our delivery partners	
Host 'Spotlight on the Reef' field days	Use field days to show media progress on key projects	
Academic presentations / forums	Show progress on component areas in a holistic way	
Fundraising activities and events	Provide opportunities for fundraising in conjunction with launch/project announcement activities	
Tourism site activations	Work with local tourism operators to highlight project outcomes	

7.1 Communication channels

The communication activities and tools will be rolled out through a range of owned, partner and earned media channels across the six-year duration of the Partnership. Individual projects will use a number of different channels appropriate to the project aims, locations and focus. Digital channels will be a cornerstone of all Partnership communication to ensure access to the widest possible audience both nationally and internationally.

Table 3: Partnership communication channels

GBRF Owned Channels	Partner Media	Earned Media
<ul style="list-style-type: none"> • GBRF Email (RTP update newsletter + Reef Insider) • GBRF Website • GBRF Facebook • GBRF Twitter • GBRF Instagram • GBRF LinkedIn • GBRF YouTube • GBRF Vimeo • RTP Components – tailored channels/contents 	<ul style="list-style-type: none"> • GBRF partner organisations' (including DOEE) websites, social media, eDMs, publications • RTP Partner organisations - websites, social media, eDMs, publications • NOTE: delivery partners will be required to develop their own communication plan as part of funding agreements 	<ul style="list-style-type: none"> • Mainstream media <ul style="list-style-type: none"> – TV – Radio – Print • Specialist media – environment, science, marine, tourism, agriculture, diving, boating, fishing • Local media (in Reef communities) • Community events and channels <ul style="list-style-type: none"> – banners, stalls, posters, advertising

7.2 Communication metrics

Communicating the challenges the Reef faces, as well as the ways we can solve those challenges, is a key component of the Partnership.

A continuing message from scientists, tourism operators, the community, government agencies and advisory bodies is the need for a more constructive, consistent and hopeful narrative and for steps to be taken to engage all parts of the community in this major conservation effort.

Communication and genuine engagement of all Australians will underpin the Partnership's success and will provide a platform to inspire Australians to take positive action to contribute to Reef protection and restoration.

The Communication and Engagement Plan is critical to the successful deployment of a number of Partnership strategies and plans including the Collaborative Investment (Fundraising) Strategy.

Research and analysis will be undertaken prior to the launch of communication and fundraising activities to examine the communication environment and develop key performance indicators to continue to measure impact.

Ongoing measurement of the impact of communication strategies will be a critical tool over the life of the partnership.

7.3 Key Partnership spokespeople

The voices and public contributions of key GBRF spokespeople and other Reef advocates will be critical to delivering on the Communication and Engagement Plan. They will receive training and support from the GBRF communications team as required to undertake their spokesperson duties.

In the first 12 months (planning phase), the primary spokespeople will be internal to the GBRF and as projects are rolled out the Component spokespeople will become more prominent.

- Managing Director, GBRF
- Chief Scientist, GBRF
- Traditional Owners
- Component spokesperson – key spokesperson to be appointed for each project
- Ambassadors for the Reef
- Project partners

Communicating the achievements and benefits of the Partnership as a whole and each Component will be enhanced through maintaining consistency of the spokesperson throughout the life of each project.

8. Media Strategy

There are three key components to this Media Strategy.

- Direct communication
- Earned media
- Digital and social media

Each element contains activities over the next 12 months to ensure essential framing is achieved and key messages are reinforced across multiple platforms.

8.1 Direct communication to GBRF stakeholders

The GBRF has a highly engaged group of stakeholders – engaging them directly is a powerful way to demonstrate that the stakeholders are at the centre of Partnership activities.

Direct communication will ensure the GBRF stakeholders understand why the Partnership and its Components have been developed, how they will be implemented, what outcomes they can achieve, and how stakeholders can be involved.

Direct communication with stakeholders will complement and reinforce earned media and social media components of the media strategy. This communication should occur at key stages (linked to key activities) of each Component, both in the first 12 months and throughout the life of the Partnership.

8.2 Earned media

Earned media – print, online, television and radio – is a critical element of the media strategy.

The GBRF has already conducted substantial earned media to promote its endeavours in advancing the Partnership, including components designated under the agreement.

The launch of projects will continue to be of strong interest to environmental writers, scientific writers and political commentators.

There is also likely to be substantial international interest in the progress of the projects, given the profile of the Reef and international attention in its vitality and future.

All digital products (documents, videos, podcasts, photographs, etc) will be available through the GBRF website for media to access.

Responding to media requests for interviews and information will be a critical opportunity for the GBRF to engage and explain the role of the GBRF and the RTP.

8.3 Digital and social media

The GBRF's digital media approach will embody our role as a collaborator connecting stakeholders and the broader community with the Partnership while acting as the unique vehicle to amplify co-investment from business and the general public.

The digital communication plan recognises that 'experiencing the Reef' (either in person or digitally) is a gateway experience to increased participation in helping protect and preserve the Reef.

8.4 Digital media audiences

In addition to the existing engaged stakeholders, the digital media plan will engage with target audiences, identified through existing consumer research (see Figure 2: Conservation of the Great Barrier Reef), as those most likely to support the Reef by volunteering time; changing behaviours that benefit Reef protection; and amplify co-investment.

For the purposes of producing targeted digital media content and engaging with existing social media communities, the digital audiences to be engaged are identified in Table 4.

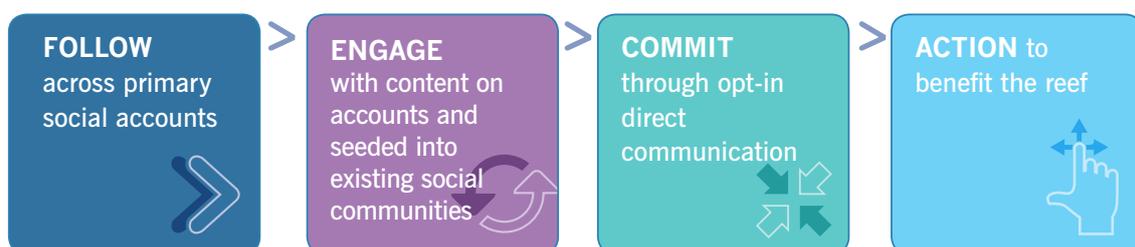
Table 4: Target Digital Audience

Digital Audience	Component Interest				
	WQ	COTS	RRAS	TOC	IMR
Local communities: including Traditional Owners and those who live or work in Reef dependent communities.			ALL		
Science communities: Reef scientists, but also the broader scientific community whose own research might have an unknown application for the Reef.			ALL		
Great Barrier Reef tourists: comprising Reef tourists, as well as with a broader interest in environment / natural wonder tourism.			ALL		
Reef hobbyists: those with a particular passion for the Reef driven by their hobbies such as underwater diving or underwater adventure photography.			ALL		
Environmentally concerned: with an interest in practices to protect and restore the Reef.			ALL		
Future families: young families motivated to protect the Reef for the children’s future and its status as an Australian icon.			ALL		
Co-investment fundraisers: potential co-investment partners.			ALL		
Government – Federal, State, Local			ALL		

Target audiences have been aligned with the most relevant components and content created will be aligned to these particular areas of focus from the Partnership.

The GBRF will focus on building engaged and informed audiences in line with stakeholder engagement activities of the Partnership and path digital followers through a social engagement funnel aimed at encouraging stakeholders to take action to benefit the Reef.

8.5 GBRF Social engagement funnel



An indicative project content runway is shown in Appendix 3.

9. Protocols

9.1 Internal communication

GBRF has established its own internal communication protocols for ensuring all relevant personnel and entities are included in decision-making, development and distribution of materials as required. This will be reviewed on an annual basis by the Director of Corporate Affairs.

The communications team is responsible for the management and delivery of all engagement and communication activities, including:

- leading internal and external communication
- media and stakeholder enquiries, responses and data reporting (phone, email, website and events)
- development of corporate strategies for internal and external communication
- communication liaison, external public affairs management and media liaison
- website content and resources management, including e-learning
- major events planning and delivery
- planning, coordination and delivery of major stakeholder engagement forums (including ensuring venues are accessible and interpreters are engaged where appropriate)
- annual reports and other corporate reporting publications and presentations
- developing content as required for engagement and communication activities.

9.2 External communication and engagement

Communication and engagement protocols have also been developed with key external parties, including the Great Barrier Reef Marine Park Authority, and these protocols will be used to manage all communication and engagement activities.

Communication protocols will also be developed and included in funding agreements with all external parties as part of the governance arrangements for Components. This will include guidelines for the branding and release of any Partnership-funded project materials, activities and outcomes including content created and shared across social media channels.

A Communication Working Group will be established for each Component of the Partnership. This group will comprise a nominated communication representative from the partner organisations.

Through the Traditional Owner Working Group (Appendix 2), GBRF will develop guiding principles with Reef Aboriginal and Torres Strait Islander peoples to:

- inform how GBRF recognises Aboriginal and Torres Strait Islander peoples and culture
- develop culturally appropriate engagement of Traditional Owners
- accord with international best practice principles and standards of Free Prior and Informed Consent and mutual benefit when engaging with Traditional Owners.

In relation to day-to-day communication and engagement activities under the Partnership:

- the Director of Corporate Affairs must approve all media releases and editorial copy
- all material produced by the GBRF, and by any subcontractors, should include the GBRF and Partnership logos and adhere to the GBRF branding guidelines
- all materials should support the key messages and strategic priorities
- all advertising copy and advertising bookings must be approved by the Director of Corporate Affairs
- all engagement activities and stakeholder meetings will be held in accessible community venues, with consideration given to employing interpreters where necessary and/or requested by community members.

The Australian Government will be given prior notification of any public launch events organised under the RTP, and will be provided with the opportunity to review materials prior to publication.

Protocols for social media engagement and moderation management will be developed and reviewed annually.

10. Engagement and Communication Risk Management

The GBRF has developed a comprehensive Risk Management Plan which provides an overview of risk management of the Reef Trust Partnership and its alignment to GBRF’s Risk Management Policy, Risk Management Framework and Business Continuity.

To mitigate our communication and engagement risk and manage the reputation of GBRF and our project partners, engagement and communication activities will have a focus on:

- addressing the identified key risk areas for consideration and key measures for success
- undertaking ongoing and regular stakeholder assessment and evaluation including annual review of mapping and target groups and strategy for engagement
- building confidence in the execution of the Partnership within target groups through engagement and communication activities
- engaging key delivery partners in the process, harnessing existing networks and expertise in research and on-ground activities
- monitoring program delivery including stakeholder views and media.

As part of their overall responsibility, the GBRF appointed Risk and Compliance Officer will provide ongoing oversight of the following risks related to engagement and communication activities.

Table 5: Engagement and communication risk management

Risk and key causes/sources	Risk treatment / mitigation
<p>Communication:</p> <p>The Reef Trust Partnership (RTP) is a high-profile Australian Government initiative and since its inception there have been many interested followers of the grant process and proposed RTP investments.</p> <p>All parties will be exposed to reputational risk should one or more elements or projects enabled by the RTP, or some operational aspect of Components, fail or falter. The work of the RTP will continue to be of widespread public and media interest and debate over its entire six- year life. A major risk is the potential for misinformation and misunderstanding to occur.</p> <p>Any additional adverse events in the Great Barrier Reef catchment (including further coral bleachings, industrial accidents, etc) are likely to raise greater media attention.</p>	<p>The implementation of a comprehensive transition plan (2018-19) will go some way to mitigating the likelihood of reputational damage due to some failure of the partnership, or the projects and operations of the GBRF in the first 12-18 months.</p> <p>For clarity and consistency, it is vital that the GBRF team speaks with a united voice and takes a thorough and systematic approach to communication. The internal and external protocols developed as part of this Communication and Engagement Plan will assist all parties to maintain discipline in these activities.</p> <p>NOTE: In relation to university research staff engaged on projects funded by the GBRF the principle of academic freedom remains.</p> <p>The GBRF must ensure that all communication channels, particularly its digital and social media, are agile and responsive to any adverse events and materials and messages are updated and distributed in a timely manner.</p>

Risk and key causes/sources	Risk treatment / mitigation
<p>Stakeholder expectations:</p> <p>Misalignment of expectations around the program as a whole is possible. There is a strong expectation that GBRF will do things differently, more efficiently, effectively, and transform the space and there is a risk that the GBRF will not live up to these expectations in the short term as the projects take time to mature.</p> <p>When Component activity project partners are selected, there is likely to be some level of dissatisfaction from those stakeholders not chosen.</p>	<p>Whilst it will not be possible to engage all stakeholders in the design of all elements and components of the program, GBRF will take every opportunity to consult widely with stakeholder representatives during the transition phase in 2018.</p> <p>The assessment processes (incorporating comprehensive due diligence) for all project activities must be rigorously documented and adhered to, ensuring that all funds are granted based on high quality evidence and expertise against relevant criteria including best value. The announcement process for each successful project will include a stage for providing feedback to unsuccessful applicants.</p>
<p>Individual project risks:</p> <p>Each project will have its own series of risks identified. These will be documented (through a risk assessment) by the GBRF in collaboration with successful project partners, mitigation/management/treatment strategies will be put in place and actively monitored for each one.</p>	<p>As each Component area is further developed these will be finalised for each project.</p>



Appendix 1.

Traditional Owners Engagement Approach

The Great Barrier Reef Foundation (GBRF) recognises Aboriginal and Torres Strait Islander peoples are the Traditional Owners of the Great Barrier Reef. We respect their connection to their lands and sea country as being continuing and enduring. We recognise and respect Traditional Owners inherent rights and interests to the Reef, through their Lore, customs and dynamic cultures.

For Aboriginal and Torres Strait Islander peoples the Reef is a living cultural landscape. But also a significant opportunity to leverage socio-economic outcomes for their communities through the active protection of the Reef.

GBRF has an emerging track record for providing strong support to Traditional Owners of the Great Barrier Reef, such as the Raine Island Recovery Project. This is a five year, \$7.95m public private partnership between BHP, the Queensland Government, the Great Barrier Reef Marine Park Authority, the Wuthathi Nation and Kemerker Meriam Nation (Ugar, Mer, Erub) Traditional Owners, and GBRF in protecting and restoring the island's critical habitat to ensure the future of key marine species including green turtles (nam – the common language word for turtle), seabirds and other marine species.

GBRF is committed to meaningful and authentic engagement with Reef Traditional Owners to co-design our policies, programs and investments to ensure best practice approaches for protecting the Reef and its values. Our vision is to actively partner with Traditional Owners to help us deliver innovative solutions that will increase the Reef's resilience. This will include involving Traditional Owners in all five Components.

We are building on our previous successes by laying the foundations for enduring partnerships between GBRF, Reef Traditional Owners and key stakeholders. We will do this through the following commitments:

- Undertaking cultural awareness training for GBRF board and staff members. This is a program of cultural capability development through sustained effort over time – not a one off occurrence. All GBRF staff actively engage in this training and development as members of our valued team.
- Developing a set of guiding principles that will provide the best practice standards to guide our approach to respecting Aboriginal and Torres Strait Islander peoples and cultures and our engagement with Reef Traditional Owners.
- Engagement of talented staff and advisors who can support GBRF to deliver on our commitments to Aboriginal and Torres Strait Islanders, as the Traditional Owners of the Great Barrier Reef.
- Finding highly capable people, including Aboriginal and Torres Strait Islander people, to join the leadership of GBRF.
- Establishing an interim Traditional Owner Working Group comprising a small group of Aboriginal and Torres Strait Islander experts who will assist GBRF advance the co-design and implementation of the Reef Trust Partnership. This will include strategic advice that optimises benefits to Traditional Owners under the development and implementation of the GBRF's programs, policies and engagement approaches.

Over time we intend to formalise our suite of commitments into our inaugural Reconciliation Action Plan to assist us to measure and report on our impact.

Next steps

Whilst GBRF has provided support to Traditional Owners of the Great Barrier Reef, including through implementation of the Raine Island Recovery Project, we are now looking to expand and deepen our relationship with Traditional Owners. This means we are building a core platform to incorporate a much stronger focus of brokering collaborative partnerships with Traditional Owners, as one of our key partners, to meet the complex task of protecting and restoring the Great Barrier Reef.

GBRF will implement a strong basis for collaborating with Traditional Owners of the Great Barrier Reef. We want to ensure this partnership is authentic and appropriate and that Traditional Owners are meaningfully engaged in co-designing policies, programs and investments throughout the delivery of the Partnership. We are committed to achieving genuine co-design and co-delivery with Traditional Owners across key components of the Reef Trust Partnership.

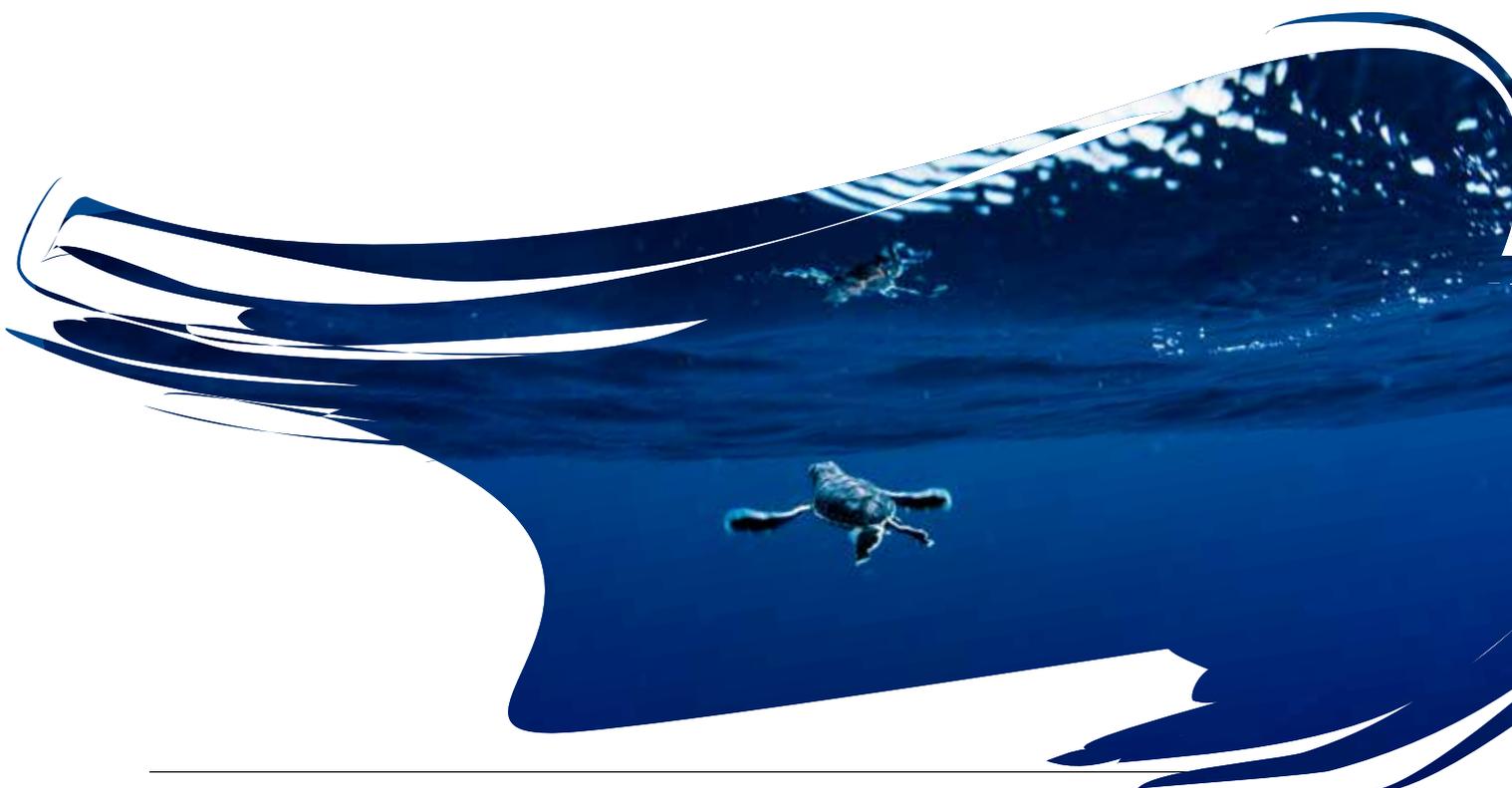
To help us establish our approach in the most appropriate way, an interim Traditional Owner Working Group (the Working Group) will provide critical strategic guidance to GBRF in advancing the co-design and implementation of the Reef Trust Partnership.

Traditional Owner Working Group

The Working Group comprises a small strategic group of Aboriginal and Torres Strait Islander experts who will assist GBRF advance its policy concepts and program design across all five components of the Reef Trust Partnership. This will include advice on the development and implementation of programs, policy and engagement approaches.

The Working Group is an advisory and not a decision-making body and is not a substitute for engagement with Traditional Owners or stakeholders. It does not advocate on behalf of specific Indigenous communities, Traditional Owner groups, stakeholders or funded proponents. It provides strategic advice to the GBRF on its Indigenous policy, program and engagement.

The Working Group's role will complement rather than duplicate or replace other Reef Traditional Owner advisory bodies.



Appendix 2.
Indicative Engagement Framework for the
Five Partnership Components



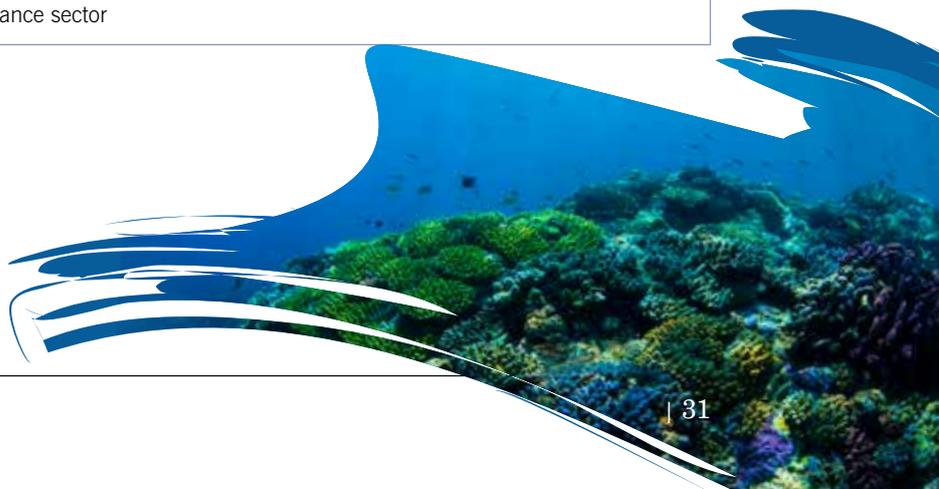
Water Quality – Indicative Engagement Framework

Component Activity: Water Quality

Context	Poor water quality from catchment run-off is one of the most significant threats to the Great Barrier Reef. The water quality space is crowded and complex. There are many stakeholder groups, often with competing interests. Multiple programs are underway across the catchment underpinned by significant government and industry investment. Improving water quality requires increased and sustained efforts due to the scale of improvements required and timeframes to translate positive actions in the catchment into positive outcomes for Reef health.
Partnership objective	Build on and accelerate efforts to achieve water quality targets and outcomes in the Reef 2050 Plan and Reef 2050 Water Quality Improvement Plan.
Focus	Cost-effective technologies and approaches to drive reductions in sediments, nutrients and pesticides, innovation in delivery models, new approaches to accelerate behaviour change, piloting on-ground approaches and new technologies, and innovative financing.
Engagement approach	<ul style="list-style-type: none"> • Build on lessons learnt from previous programs and reviews and seek guidance from Traditional Owners and stakeholders on the design of participatory processes • Clearly communicate component objectives, focus areas and engagement processes • Maximise use of existing engagement processes, forums and partner networks to ensure activities build on and complement current programs and maximise opportunities to leverage knowledge and resources across all parties • Collaborate with partners to identify and prioritise projects based on robust scientific evidence, expert knowledge and cost-effective approaches • Engage early and regularly check in and consult with partners to identify and consider issues of concern during concept, planning and implementation phases of programs • Work with delivery partners and investors to scale proven strategies and accelerate positive outcomes • Bring new expertise to the table to collaboratively develop new technologies and methods to cost-effectively drive reductions in sediments, nutrients and pesticides • Adopt inclusive, tailored and integrated approaches to ensure programs succeed and maximise opportunities for win-win outcomes and delivery of multiple benefits across Reef 2050 themes • Promote strategic collaborations across partners to improve mutual understanding of issues, identify gaps in knowledge, barriers to success, avoid duplication of effort and to pool expertise and resources to address challenges • Collaboratively design and where practical involve partners in monitoring and evaluation processes and the collection of data for models to build confidence in program design and reporting processes and drive change • Integrate opportunities to build capacity and capability across critical areas in the design and delivery of engagement activities • Provide regular updates of activities and promote opportunities for information exchange and shared learnings.

Component Activity: Water Quality

<p>Engagement tools and processes</p>	<ul style="list-style-type: none"> • Issue specific and/or place-based meetings, workshops, briefings and presentations • Focus groups and surveys • Public meetings, events and roadshows • Round-table forums and field days showcasing pilot programs • Established advisory committees, reference and working groups • Mentoring, partnering, peer-to-peer learning and leadership programs • Education and extension activities • Websites, newsletters, factsheets, infographics, social media and videos • Story telling • Online knowledge and engagement platforms and interactive forums (including webinars) • Knowledge hubs, expert forums and information exchanges • Conferences and mini-symposiums • Collaborative and participatory decision-making forums • Delegated decision making
<p>Key partners and stakeholders</p>	<ul style="list-style-type: none"> • Australian Government led by the Department of the Environment and Energy, Queensland Government led by Office of the Great Barrier Reef, and Local Government, including Reef Guardian Councils • Reef 2050 Plan (including Reef 2050 Water Quality Improvement Plan) advisory committees and technical working groups • Reef Alliance, led by Queensland Farmers' Federation with members from industry, natural resource and conservation sector • Regional Natural Resource Management (NRM) bodies • Agriculture sector including peak bodies and regional organisations – Canegrowers, graziers, Australian Banana Growers' Council, horticulture, QFF, Agforce • Other industry including ports • Science and research sector including NESP Tropical Water Quality hub and research organisations including CSIRO, Australian Institute of Marine Science (AIMS), James Cook University (JCU) – TropWATER, Central Queensland University and citizen scientists • Traditional Owners including Prescribed Body Corporates, other Aboriginal and Torres Strait Islander peoples' representative bodies including Aboriginal Corporations, advisory committees and reference groups • NGOs and conservation sector including Greening Australia, World Wildlife Fund (WWF), Green Collar, The Nature Conservancy (TNC), the Australian Committee for the International Union for the Conservation of Nature (ACIUCN) • Healthy Waterways Regional Partnerships • R&D and corporate partners • Investment and finance sector



Crown-of-Thorns Starfish Control – Indicative Engagement Framework

Component Activity: Crown-of-Thorns Starfish Control

Context	Crown-of-thorns starfish outbreaks are one of the major sources of coral mortality across the Reef, driving coral decline on a scale comparable to cyclones and severe bleaching events. However, unlike cyclones and bleaching events, COTS outbreaks can be predicted and controlled. Targeted COTS control is one of the most immediate, scalable and feasible actions for maintaining coral cover at critical levels while working to reduce nutrient inputs to the Reef from the catchment progresses.
Partnership objective	Expand efforts to control COTS to protect high ecological and economic value reefs.
Focus	Reducing coral loss through a scaled-up management program as part of an integrated strategy encompassing targeted in-water control activities, surveillance, monitoring, data analysis and innovative science.
Engagement approach	<ul style="list-style-type: none"> • Build on lessons learnt from previous programs and reviews and seek guidance from Traditional Owners and stakeholders on the design of engagement processes • Clearly communicate component objectives, focus areas and engagement processes • Build on and complement current programs and maximise opportunities to share knowledge and resources across parties • Collaborate with partners to identify and prioritise projects based on robust scientific evidence, expert knowledge and cost-effective approaches • Engage early and regularly check in and consult with partners to identify and consider issues of concern during concept, planning and implementation phases of programs • Work with delivery partners and investors to scale proven strategies and technologies to reduce the impact of COTS and maintain coral cover at critical levels at key sites • Bring new expertise to the table to collaboratively develop new technologies and innovative methods to cost-effectively survey, control and manage COTS outbreaks • Adopt inclusive, tailored and integrated approaches to identify reefs supporting key ecological, cultural, social and economic values and deliver programs which produce multiple benefits through control activities • Maximise opportunities for Traditional Owner and stakeholder involvement in COTS surveillance, control and monitoring activities • Promote strategic collaborations across Traditional Owners, science, industry and community partners to improve understanding of issues and pool expertise and resources to increase the effectiveness of COTS control • Integrate opportunities to build capacity and capability, including skills training, professional development and employment pathways in the design and delivery of engagement activities • Provide regular updates of COTS surveillance, control and monitoring activities and promote opportunities for information exchange and shared learnings

Component Activity: Crown-of-Thorns Starfish Control

<p>Engagement tools and processes</p>	<ul style="list-style-type: none"> • Issue specific and/or place-based meetings, workshops, briefings and presentations • Focus groups and surveys • Public meetings, events and roadshows • Round-table forums and field days showcasing pilot programs • Established advisory committees, reference and working groups • Mentoring, partnering, peer-to-peer learning and leadership programs • Education and extension activities • Websites, newsletters, factsheets, infographics, social media and videos • Story telling • Online knowledge and engagement platforms and interactive forums (including webinars) • Knowledge hubs, expert forums and information exchanges • Conferences and mini-symposiums • Collaborative and participatory decision-making forums • Delegated decision making
<p>Key partners & stakeholders</p>	<ul style="list-style-type: none"> • Australian Government Department of the Environment and Energy and the Great Barrier Reef Marine Park Authority, including joint field management program with the Qld Government, led by Qld Parks and Wildlife Service • Delivery partners, including Reef and Rainforest Research Centre (RRRC), the Association of Marine Park Tourism Operators (AMPTO), Great Barrier Reef Traditional Owners and tourism operators • Research organisations including NESP Tropical Water Quality Hub, CSIRO, AIMS, ARC Centre of Excellence for Coral Reef Studies, Southern Cross University, University of Queensland (UQ), Queensland University of Technology (QUT) and citizen scientists • R&D and corporate sector • Investment and finance sector



Reef Restoration – Indicative Engagement Framework

Component Activity: Reef restoration and adaptation science

<p>Context</p>	<p>Recent bleaching events, cumulative pressures and climate change trajectories require the adoption of additional measures to support reef functioning in parallel to strengthened efforts to address climate change. Restoration methods have not been widely used in the Great Barrier Reef and current techniques are generally only feasible at small scales. There is a need to develop new science-based techniques that can enhance reef resilience at larger scales and create opportunities for communities and industries to be involved in on-ground efforts to improve locally-valued reefs.</p>
<p>Partnership objective</p>	<p>To conduct and implement activities based on the best available science to deliver and support reef restoration and adaptation.</p>
<p>Focus</p>	<p>Innovation and advances in technologies and approaches to repair reef damage and build the Reef’s ecological, social and economic resilience; engaging with leading international partners on global experiences to inform development; and implementation of new techniques.</p>
<p>Engagement approach</p>	<ul style="list-style-type: none"> • Build on and operationalise outcomes from research on community and stakeholder engagement as part of the Reef Restoration and Adaptation Program • Engage with leading international partners to ensure global perspectives and experiences inform the development and implementation of Reef restoration approaches and new techniques • Seek guidance from Traditional Owners and stakeholders on the design of participatory processes to inform the ongoing design and delivery of Reef restoration and adaptation science • Clearly communicate component objectives, focus areas and engagement processes • Maximise use of existing engagement processes, forums and partner networks to ensure activities build on and complement current programs and maximise opportunities to share knowledge and resources across parties • Facilitate and support new and strengthened partnerships between Traditional Owners, industry and community partners with research institutes and management agencies taking a lead in reef restoration • Collaborate with science, industry, Traditional Owners and international experts to collaboratively develop new technologies and methods and prioritise projects based on robust scientific evidence, expert knowledge and cost-effectiveness • Engage early and regularly check in and consult with partners to identify and consider issues of concern during concept, planning and implementation phases of programs • Work with delivery partners and investors to scale proven strategies and accelerate reef restoration and repair program • Promote strategic collaborations and adopt inclusive, tailored and integrated approaches to ensure programs and maximise opportunities for reef restoration activities to deliver ecological, cultural, social and economic benefits • Integrate opportunities to build partners’ capacity and capability, including skills development, professional development and employment opportunities in the design and delivery of engagement activities • Provide regular updates of activities and promote opportunities for information exchange and shared learnings

Component Activity: Reef restoration and adaptation science

<p>Engagement tools and processes</p>	<ul style="list-style-type: none"> • Issue specific and/or place-based meetings, workshops, briefings and presentations • Focus groups and surveys • Public meetings, events and roadshows • Round-table forums and field days showcasing pilot programs • Established advisory committees, reference and working groups • Mentoring, partnering, peer-to-peer learning and leadership programs • Education and extension activities • Websites, newsletters, factsheets, infographics, social media and videos • Story telling • Online knowledge and engagement platforms and interactive forums (including webinars) • Knowledge hubs, expert forums and information exchanges • Conferences and mini-symposiums • Collaborative and participatory decision-making forums
<p>Key partners & stakeholders</p>	<ul style="list-style-type: none"> • Australian Government Department of the Environment and Energy, Department of Industry Science and Innovation and the Great Barrier Reef Marine Park Authority (GBRMPA) • Research organisations, including AIMS, CSIRO, UQ, QUT, Southern Cross University (SCU) and JCU • International experts: TNC, NOAA, University of Hawaii • Traditional Owners including Prescribed Body Corporates, other Aboriginal and Torres Strait Islander peoples, representative bodies, Aboriginal Corporations, advisory committees and reference groups • Potential commercialisation partners • R&D and corporate sectors • Tourism industry/operators • Stewardship and conservation sector, including conservation organisations, Local Marine Advisory Committees, and Reef Guardians • Investment and finance sector



Traditional Owner and Community Reef Protection Activities – Indicative Engagement Framework

Component Activity: Traditional Owner and Community Reef Protection

Context	The Reef is critical to the cultural, social and economic wellbeing of coastal and island communities and supports a diverse range of activities. Engaging Traditional Owners and the broader community in Reef protection activities is fundamental to fostering strong stewardship, building resilience and producing positive and enduring outcomes for the Reef and communities.
Partnership objective	Improve engagement of Traditional Owners and the broader community in the protection of the Great Barrier Reef World Heritage Area.
Focus	Stewardship activities to build Reef and catchment ecosystem health and resilience; community education, capacity building and employment activities; community actions to support the Partnership and Reef Blueprint initiatives and deliver the best outcomes for marine biodiversity.
Engagement approach for community Reef protection (Note: the engagement approach for Traditional Owners will be developed in conjunction with the Traditional Owner Working Group as described in Appendix 1)	<ul style="list-style-type: none"> • Build on lessons learnt from previous land and sea and stewardship programs and seek guidance from Traditional Owners and stakeholders on the design of participatory processes • Clearly communicate component objectives, focus areas, engagement processes and outcomes • Maximise use of existing engagement processes, forums and partner networks to ensure activities build on and complement current programs and maximise opportunities to share knowledge and resources across parties • Adopt a strategic and targeted programmatic approach to engagement activities focussing efforts on highest priority threats and delivering multiple outcomes across Reef 2050 themes • Engage early and regularly check in and consult with partners to identify and consider issues of concern during concept, planning and implementation phases of programs • Collaborate with stakeholders to deliver measurable and timely outcomes consistent with Reef Blueprint priority initiatives and priorities identified in sea and county management plans • Coordinate efforts within and across sectors to focus on a priority suite of activities and delivery of measurable outcomes • Facilitate and support new and strengthened partnerships and relationships between Traditional Owners and community partners in the delivery of Reef protection activities • Promote approaches which combine science and methods with Indigenous Knowledge to meet best practice • Maximise opportunities which build capacity and capability, including skills training, professional development, sustainable business and employment pathways for Traditional Owners and emerging community leaders in the delivery of engagement activities • Seek to increase participation of youth in the design and delivery of Reef protection activities • Undertake activities which continually build cultural awareness and capability across component partners • Facilitate greater opportunities for community groups to contribute to and promote Reef protection activities

Component Activity: Traditional Owner and Community Reef Protection

<p>Engagement approach for community Reef protection</p>	<ul style="list-style-type: none"> • Promote strategic collaborations and adopt inclusive, tailored and integrated approaches to ensure programs and maximise opportunities for reef protection and restoration activities to deliver ecological, cultural, social and economic benefits • Enhance mutual understanding of issues and solutions and support development of Indigenous and community knowledge systems • Promote opportunities for information exchange and shared learnings and provide regular updates of activities and outcomes
<p>Engagement tools and processes</p>	<ul style="list-style-type: none"> • Issue specific and/or place-based meetings, workshops, briefings and presentations • Focus groups and surveys • Public meetings, events and roadshows • Round-table forums and field days showcasing pilot programs • Established advisory committees, reference and working groups • Mentoring, partnering, peer-to-peer learning and leadership programs • Education and extension activities • Websites, newsletters, factsheets, infographics, social media and videos • Story telling • Online knowledge and engagement platforms and interactive forums (including webinars) • Knowledge hubs, expert forums and information exchanges • Conferences and mini-symposiums • Collaborative and participatory decision-making forums • Delegated decision making • “On-country” engagement with Traditional Owners where possible <p>These activities will be developed in partnership with Traditional Owners and stakeholders</p>
<p>Key partners & stakeholders</p>	<ul style="list-style-type: none"> • Traditional Owners including Prescribed Body Corporates, other Aboriginal and Torres Strait Islander peoples, representative bodies, Aboriginal Corporations, advisory committees and reference groups • Great Barrier Reef Marine Park Authority (GBRMPA) through its educational and community engagement networks including its Reef Guardians program • Cross community forums bringing together government agencies, Traditional Owners and Reef and catchment stakeholders: <ul style="list-style-type: none"> – At a peak level the Reef 2050 Advisory Committee (including the Australian Government) – At a regional level Natural Resource Management bodies and Healthy Waterways partnerships – At a local level, Local Marine Advisory Committees • Specific sectors including: tourism, fishing, conservation, education and stewardship, agriculture, science and research (including citizen science), ports, shipping and resource sectors, business community, R&D and finance sectors



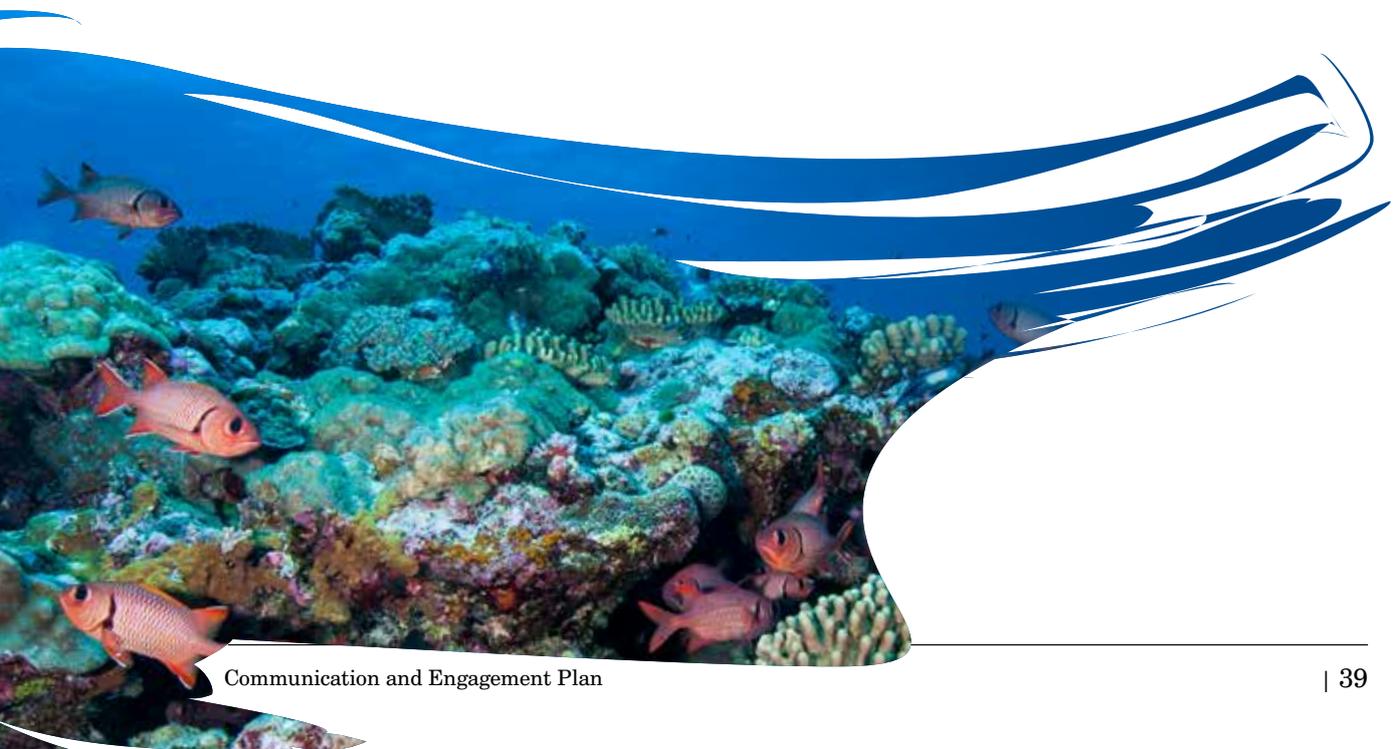
Integrated Monitoring and Reporting – Indicative Engagement Framework

Component Activity: Integrated Monitoring and Reporting

Context	A comprehensive and up-to-date understanding of the Reef is fundamental to informing actions required to improve the Reef’s condition and tackle threats. Additionally, recent bleaching events have highlighted the importance of forecasting tools to ensure decisions are made in the context of a changing climate and an understanding of cumulative risks, together with monitoring tools to adapt actions. There are currently more than 90 monitoring programs operating across the Reef and catchment. There is a need to improve alignment of programs with each other and management objectives. There is also a need to improve the accessibility of data needed to evaluate the effectiveness of actions and guide investments.
Partnership objective	Support implementation of the Reef 2050 Integrated Monitoring and Reporting program (RIMREP) and ensure monitoring and reporting is scientifically robust and investment outcomes are measurable.
Focus	Integrated systems to track progress towards targets in the Reef 2050 Plan, inform Outlook Reporting and to drive adaptive management; coordination, alignment, and integration of marine and catchment monitoring, modelling and reporting programs (including the Paddock to Reef program); innovation to reduce costs, increase coverage and improve accessibility of data.
Engagement approach	<ul style="list-style-type: none"> • Ensure engagement processes consider relevant recommendations from previous reports including market research on program end-users and findings from the program design, reporting and synthesis, and data management working groups • Seek guidance from program partners on the design of participatory processes • Clearly communicate component objectives, focus areas and engagement processes • Maximise use of existing engagement processes, forums and partner networks to ensure activities build on and complement current programs • Maximise opportunities to align and coordinate efforts, share knowledge and resources across program partners • Collaborate with partners to identify priority activities and focus on delivering a suite of measurable outcomes • Engage early and regularly check in and consult with partners to identify and consider issues of concern during implementation of the program • Promote strategic collaborations and adopt inclusive, tailored and integrated approaches to ensure programs maximise delivery of ecological, cultural, social and economic benefits • Facilitate and support new and strengthened partnerships and relationships across sectors to support the operationalisation of the program • Bring new expertise to the table to collaboratively develop new technologies and innovative methods to cost-effectively deliver integrated modelling, monitoring and reporting systems • Promote the uptake of new technologies and innovative approaches to capture, manage and share information across stakeholders • Maximise opportunities to build capacity and capability in critical areas through the delivery of engagement activities • Actively engage partners in the rollout of the program, including trialling systems and evaluating program performance including utility, accessibility and timeliness of data • Promote mutual understanding and valuing of knowledge systems across disciplines and their role in protecting the Reef • Ensure sensitive data and information is handled appropriately and in accordance with relevant protocols and standards • Provide regular updates of activities and promote opportunities for information exchange and shared learnings

Component Activity: Integrated Monitoring and Reporting

<p>Engagement tools and processes</p>	<ul style="list-style-type: none"> • Issue-specific meetings, workshops, briefings and presentations • Focus groups and surveys • Public meetings, events and roadshows • Round-table forums • Established advisory committees, reference and working groups • Online knowledge and engagement platforms and interactive forums (including webinars) • Knowledge hubs, expert forums and information exchanges • Websites, newsletters, fact sheets, infographics, social media and videos • Story telling • Conferences and mini-symposiums • Collaborative and participatory decision-making forums
<p>Key partners & stakeholders</p>	<ul style="list-style-type: none"> • Australian Government Department of the Environment and Energy, the Great Barrier Reef Marine Park Authority and the Queensland Government • Reef 2050 Integrated Monitoring, Modelling and Reporting Program 'RIMREP' (including the Paddock to Reef Integrated Monitoring, Modelling and Reporting Program) delivery partners, including science and research institutions, knowledge, research and data providers • Reef 2050 Plan advisory committees and technical working groups • Traditional Owners including Prescribed Body Corporates, other Aboriginal and Torres Strait Islander peoples, representative bodies, Aboriginal Corporations, advisory committees and reference groups Reef Alliance and agriculture sector peak bodies and regional organisations • Regional Natural Resource Management bodies • Regional Healthy Waterways Partnerships • Citizen science, community organisations, tourism operators, ports and Reef users • R&D and corporate sector • Investment and finance sector • International bodies incl. NOAA



Appendix 3 – Digital Media Content

Indicative project digital content runway

For each program funded under a Partnership activity project a digital media content runway will be tailored for the specific project.

Project Digital Media Content Runway										
Activity	Content	Channel								
		WB	BL	EM	IN	FB	LN	TW	YT	PN
EOIs / Grant applications	Published on website	X		X		X	X			
	Social Image					X	X			
Project announcement	Landing page populated	X								
	Social infographic project overview				X	X	X	X		X
	Video Q&A with delivery partner				X	X	X		X	
	Blog post		X	X		X	X	X		X
	Podcast interview	X	X	X		X	X	X		
Project milestone update (1 per quarter while active project, or as project milestones are achieved).	Landing page updated	X								
	Photo or social infographic post				X	X	X	X		X
	Update from Chief Scientist				X	X	X		X	
	Blog post (if relevant)		X	X		X	X	X		
Project completion	Landing page updated	X								
	Social infographic project outcomes				X	X	X	X		X
	Video Q&A with delivery partner				X	X	X		X	
	Blog post		X	X		X	X	X		X
	Podcast interview	X	X	X		X	X	X		
Project anniversary (Annually, or as project outcomes are achieved).	Landing page updated	X								
	Photo or social infographic post				X	X	X	X		X
	Video update from Chief Scientist or delivery partner				X	X	X		X	
	Blog post (if relevant)		X	X		X	X	X		

KEY: WB = Web, BL = Blog, EM = Email Newsletters, IN = Instagram, FB = Facebook, LN = LinkedIn, TW = Twitter, YT = YouTube, PN = Pinterest