REFLECT RECONCILIATION ACTION PLAN
MAY 2022 TO APRIL 2023

Great Barrier Reef Foundation
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

"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."
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 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 knowledge and perspective of Aboriginal and Torres Strait Islander Australians holds the key for greater outcomes, deeper impact and broader collaboration. We simply cannot achieve our dreams without 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 for exponential growth. There are so many levels to change the way they do their business so that bama (language) took heart and a willingness to listen. 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.

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 efforts 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.

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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.

Dr Martin Parkinson AC FPSM
Deputy Chair

MESSAGE FROM THE CHAIR OF OUR TRADITIONAL OWNER ADVISORY GROUP

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.

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.

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Brian Singleton, a Yirrganydji man

There needs to be truth telling before reconciliation can begin.

We need to recognise that we are all in this together.

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Brian Singleton, a Yirrganydji man

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We need to recognise that we are all in this together.
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 5 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.

Those 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

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 coast states 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.

Karen Mundine
Chief Executive Officer
Reconciliation Australia
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.

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 and mobilise 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.

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 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:

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.

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.
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

- 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

2. Build relationships through celebrating National Reconciliation Week (NRW).

- Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff.
  - **27 May – 3 June 2022**
  - GBRF Science Communicator

- 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

3. Promote reconciliation through our sphere of influence.

- Communicate our commitment to reconciliation to all staff.
  - **Ongoing**
  - Director Partnerships & Communications

- Continue to identify external stakeholders that our organisation can engage with on our reconciliation journey.
  - **July 2022**
  - Managers 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

- Host a 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:
  - - 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.
  - **October 2022**
  - Executive Director Projects and Partnerships

4. Promote positive race relations through anti-discrimination strategies.

- 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

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

- 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**
  - 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

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

- Continue developing an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation’s operational area.
  - **Ongoing**
  - Executive Director Projects and Partnerships

- 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: RESPECT

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<tbody>
<tr>
<td>7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.</td>
<td>July 2022</td>
<td>Research &amp; Development Coordinator</td>
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<tr>
<td>Introduce our staff to NAIDOC Week by promoting external events in our local area.</td>
<td>28 June – 11 July 2022</td>
<td>Research &amp; Development Coordinator</td>
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<tr>
<td>RAP Working Group to participate in an external NAIDOC Week event.</td>
<td>28 June – 11 July 2022</td>
<td>Corporate Partnerships Manager</td>
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<tr>
<td>Make Traditional Owner designed NAIDOC shirts available for staff and Traditional Owner members of our governance arrangements to raise awareness and increase pride.</td>
<td>June 2022</td>
<td>Director Traditional Owner Partnerships</td>
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### ACTION: OPPORTUNITIES

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<tr>
<td>8. Support and promote the Uluru Statement from the Heart.</td>
<td>September 2022</td>
<td>Executive Director Projects and Partnerships</td>
</tr>
<tr>
<td>Share Resources on the Uluru Statement of the Heart and its elements with staff and make available at GBRF offices.</td>
<td>September 2022</td>
<td>Director Traditional Owner Partnerships</td>
</tr>
<tr>
<td>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.</td>
<td>September 2022</td>
<td>Director Traditional Owner Partnerships</td>
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### ACTION: GOVERNANCE

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