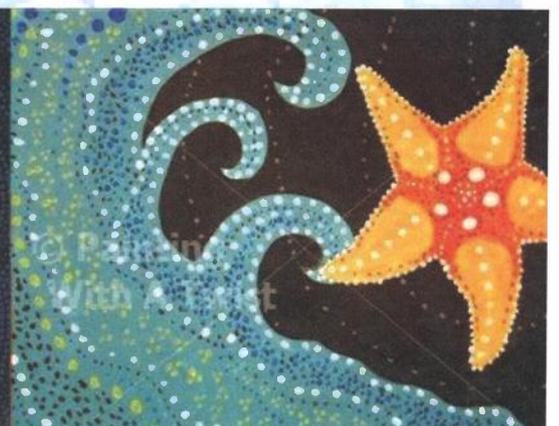
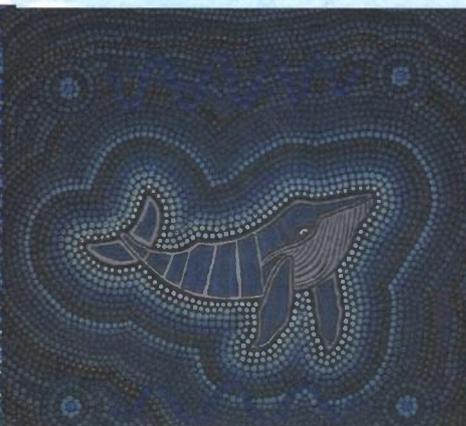
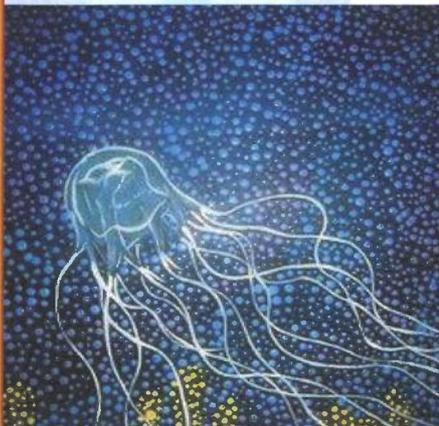
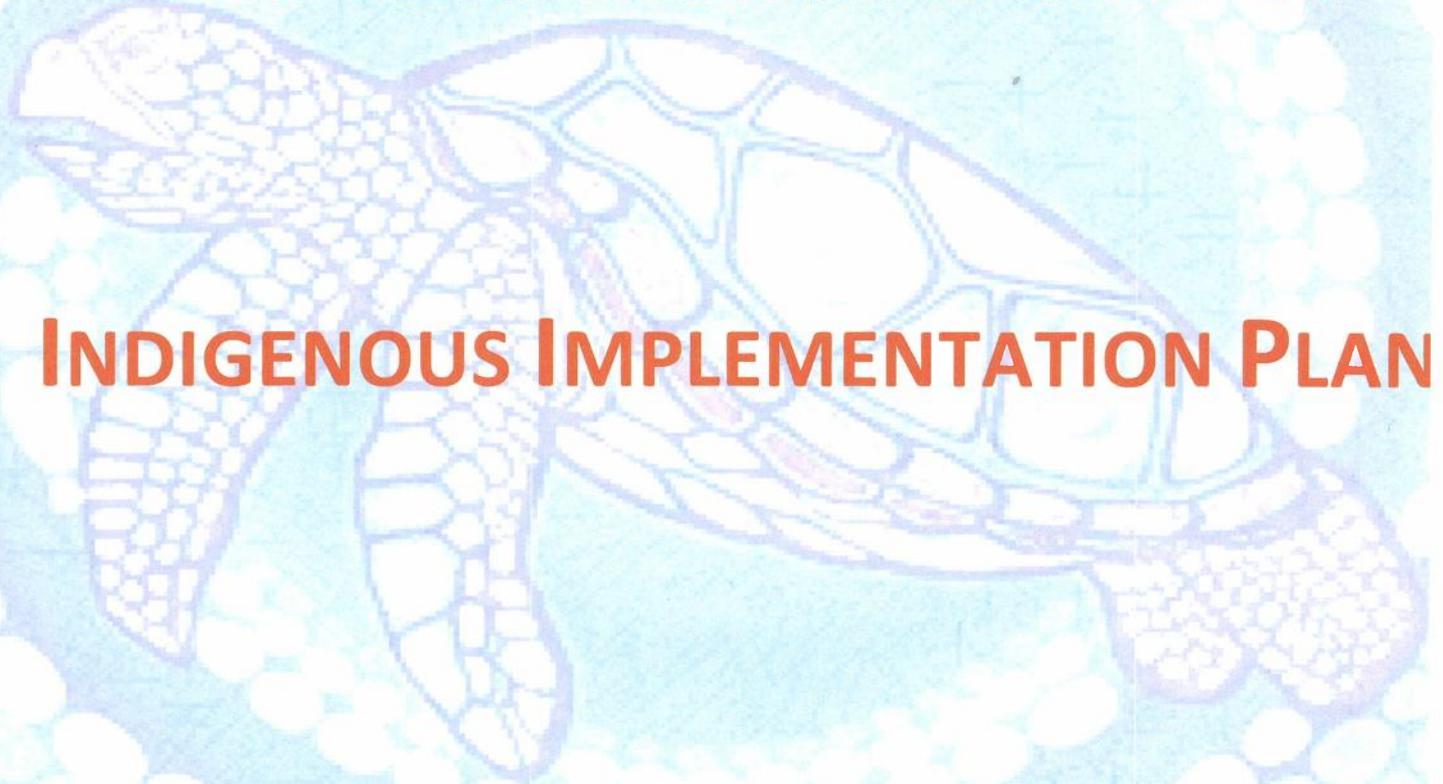




REEF 2050

LONG TERM SUSTAINABILITY PLAN

INDIGENOUS IMPLEMENTATION PLAN



Executive Summary

The heritage of Aboriginal and Torres Strait Islander peoples is a living one consisting of tangible and intangible aspects of practices, resources and knowledge systems that have been developed and nurtured as part of expressing traditional lore, cultural heritage and identity.

Traditional Owners have used the Great Barrier Reef's natural resources for thousands of years and their responsibilities to land and sea country have cultural and spiritual links – the land and sea is the source of life – one cannot place an economic value on sites that have traditional and cultural significance. Aboriginal and Torres Strait Islanders have been passing on their lore, culture and traditions for more than 40, 000 years.

Traditional Owner groups within the Great Barrier Reef region are passionate about their country, which includes the land, rivers and seas. There is inherent knowledge and insight into the connection between land, sea and Traditional Owner clans, and its capacity to provide the basis for greater independence and economic self-sufficiency.

Aboriginal and Torres Strait Islander peoples are the Traditional Owners of the Great Barrier Reef area and have a continuing connection to their land and sea country.

The Reef 2050 Plan sets out the way in which the Australian and Queensland governments will manage, protect and improve the condition of the Great Barrier Reef for current and future generations. A collaborative effort with Traditional Owners, local government, industry and the community is crucial for the Plan's successful delivery and to ensure that the best available knowledge and expertise underpins decision making. This is part of a long term process to make improvements to the health of the Reef and will be a very challenging and difficult task.

This Indigenous Implementation Plan (the Plan) was developed to support and guide implementation of the Traditional Owner led actions in the Reef 2050 Plan. Drawing on broad consultation with Traditional Owners, it highlights some general findings and identifies three key areas to focus on as priorities for implementation:

1. Coordination
2. Cultural Heritage
3. Business Capacity

These key areas intersect with the majority of the Traditional Owner actions in the Reef 2050 Plan. For each of these three priorities, this plan articulates the known challenges and opportunities, proposes a pathway to address those challenges and identifies the results expected from implementation.

This Plan was informed by broad consultation with Traditional Owners and advice from a range of other experts. The implementation of these priorities will be important progress in the journey to meet Indigenous targets and objectives in the Reef 2050 Plan. However, ongoing consultation, continuous adaptive management and improvement will be required in the future. It is the vehicle for securing enduring benefits for the Reef and its Traditional custodians and not an end point.

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Introduction

The Reef 2050 Plan was released in March 2015 and provides an overarching strategy for management of the Great Barrier Reef. It highlights that the cultural and economic aspirations of Traditional Owners are inherent in the effective long-term management of the Reef and that the cultural and ecological knowledge of Traditional Owners will be essential in delivering the commitments.

23 of the 139 actions in the Reef 2050 Plan specifically relate to Traditional Owners, as do many of the target and objectives (see Appendix A). Traditional Owners also have an interest in the delivery of other actions, targets and objectives.

The Reef 2050 Plan includes a commitment (GA12) to prioritise and develop specific implementation plans and reporting protocols addressing the targets and actions in consultation with the community. This Reef 2050 Indigenous Implementation Plan (the Plan) is the first specific implementation plan developed.

The Plan will provide the policy framework for Traditional Owners and management agencies to enter into conversations, partnerships and negotiations around co-management arrangements. The inclusion of ongoing consultation, involvement and input of the Traditional Owners throughout this process is paramount. Traditional Owner representation on the Reef 2050 Advisory Committee, the Independent Expert Panel and the Reef Integrated Monitoring and Reporting Program Steering Committee (RIMReP) as well as the RIMREP working groups is also crucial in this context.

This approach is considered to be revolutionary for Traditional Owners and management agencies, positioning them well over the next 35 years for best-practice implementation under the strategic blueprint for sustainable management. Continued investment in this work is critical for all partners to recognise the basis for long-term support of Indigenous specific actions across the Reef 2050 themes and understanding, not only the complexity of Traditional Owner involvement in the management of the Great Barrier Reef World Heritage Area and Marine Park, but to harness the opportunity for improved integrated management.

Background

A small team of specialised staff, involving Traditional Owners and expert representatives, led the development of this Plan based on targeted and open consultations with Traditional Owners of the Great Barrier Reef.

A key goal was to outline linkages between Aboriginal and Torres Strait Island interests and the Reef 2050 Plan, including its outcomes, objectives, targets and actions.

Traditional Owner Groups within the Great Barrier Reef Marine Park are enthusiastic with a desire to look after and care for their land and sea country, they are eager to explore opportunities to further develop and expand their capacity. A number of Traditional Owner groups and organisations have some capacity and have become actively involved in a number of activities and actions within the Reef 2050 Plan, not only those that have been identified as Traditional Owner led actions. They are also keen on becoming actively involved with universities in collaborative research partnerships and other projects.

Traditional Owners currently have 23 specific actions in the LTSP 2050 that span across 7 themes. There are also Traditional Owner specific targets and objectives and these are listed in Appendix A.

Theme	Actions
Ecosystem Health A1	Acknowledge TOs in new and existing policy and plans
Ecosystem Health A2	Incorporate and prioritise TOs planning into existing and future ecosystem policy and programs
Ecosystem Health A3	Support TO stewardship activities that contribute to Reef health and resilience, including removing and, where possible, identifying the sources of marine debris
Ecosystem Health A4	Develop further agreements with Tis addressing management of ecosystems within their traditional estates
Ecosystem Health A5	Develop, implement and coordinate a protocol and knowledge management system for: recording, storing, protecting, and where appropriate, sharing of knowledge; innovations and practices; conserving and cultural use of biocultural diversity; and use in decision making.
Ecosystem Health A27	Implement on-ground activities to reduce the volume of debris generated in or entering the World Heritage Area, and undertake education and awareness raising activities to minimize the source and occurrence of marine debris.
Heritage A1	Build capacity for the involvement of Traditional Owners and community members in cooperative management, planning and impact assessment.
Heritage A2	Work with and support Traditional Owners to collect, store and manage their cultural heritage information.
Heritage A3	Improve engagement processes for assessment of cultural heritage values to inform decision making
Heritage A4	Update the GBRMP Heritage Strategy 2005 to more comprehensively address Indigenous and non-Indigenous heritage
Heritage A6	Facilitate robust consideration of heritage values in planning processes, including port development and associated activities.
Biodiversity A1	Where agreed through Traditional Owner engagement frameworks, apply traditional knowledge and customary use of biological diversity, including the use of community protocols, in managing protected areas
Biodiversity A2	Work with Traditional Owner group to identify biocultural resources within their sea country and develop plans of management for conservation and use of those resources
Biodiversity A3	Improve Traditional Owner engagement to strengthen participation in decision making at all levels relating to the conservation and cultural use of biodiversity
Biodiversity A4	Work with Traditional Owners to build capacity to record and manage traditional ecological knowledge and prioritise research to address key Indigenous knowledge gaps
Water Quality A24	Identify and action opportunities
Community Benefits A1	Review current mechanism and processes to improve benefits to Traditional Owners engaged in sea country management.
Community Benefits A2	Work with Traditional Owners to identify world's best practice in agreement making, strategic planning and management and implementation of indigenous programs in relation to the Great Barrier Reef sea country estate.
Community Benefits A3	Develop collaborative working arrangements with Traditional Owners which establish mutual trust and build Indigenous capacity.
Governance A2	Convene a multi-sectoral Reef Advisory Committee to facilitate engagement with TOs, industry and the broader community regarding implementation and review of the Plan
Governance A10	Work with Traditional Owners, industry, regional bodies, local governments, research institutions and the community to inform delivery of local and regional actions.
Economic Benefits A1	Develop and implement an Indigenous Business Development Plan including a comprehensive review of baseline data, processes and systems to identify existing and potential economic benefits to TOs
Economic Benefits A2	Assist Traditional Owners to be business ready and have improved capacity to generate economic benefits from use and management of traditional estates.

Consultation Process

Consultations undertaken by the Project Team used a number of strategies to ensure consultation with as many Indigenous community members and organisations as possible across such a diverse group and large geographic region.

The approach also included the development and distribution of information flyers and booklets on the Reef 2050 Indigenous Implementation Plan, a Facebook page and contact details for Project Team members.

Four separate surveys were developed and made available online through SurveyMonkey online platform, collating information from Traditional Owner Groups and organisations:

- (1) Prioritise the Seven (7) Themes and 23 Actions - Measurable targets have been identified across the seven (7) themes to form an integrated management framework, we asked the community to identify which actions were their priorities within these themes.
- (2) Key Performance Indicators for each of the 23 Actions - Tangible outcomes, objectives and targets have been identified and we asked groups to identify their Key Performance Indicators with measurable outcomes and what they regard as good performance.
- (3) Cultural Heritage and Traditional Knowledge for Traditional Owner Groups, Clans, Families and individuals - To understand the significance and importance of Cultural Heritage, Traditional Knowledge and Knowledge Keeping plays within the Traditional Owner Groups.
- (4) Organisational Capacity including Governance, Cultural Heritage, Vision and Goals - To understand the level of Organisational capability for existing organisations and Traditional Owner groups to undertake projects and deliver on Indigenous Specific actions within the Reef 2050 Plan.

The consultation process included face to face meetings during March / April 2016 in:

- Townsville,
- Cairns,
- Palm Island,
- Mackay,
- Rockhampton,
- Bundaberg and
- Gladstone.

The Project Team also engaged with Traditional Owners through existing gatherings such as the Giringun Sea Country Conference / TUMRA Coordinator meeting and the Indigenous Reef Advisory meeting held at Mission Beach during May 2016.

General Findings

Capacity of Traditional Owners is variable across the region

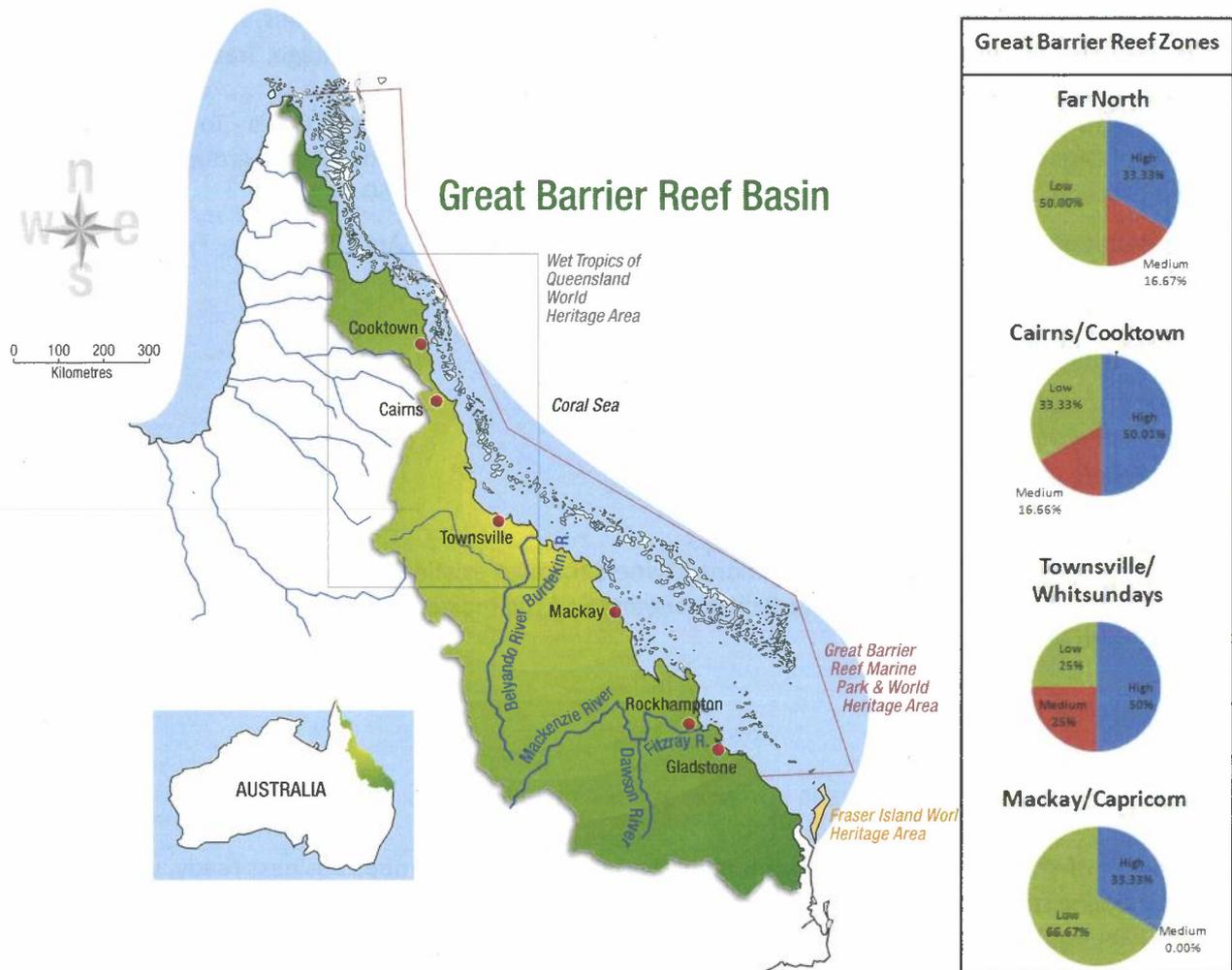
The capacity of Traditional Owner groups is highly variable with some groups business ready, while others require ongoing support and tools to deliver their actions under the Reef 2050 plan. While Traditional Owners have expressed their desire to work on their own sea country, they also want to be more involved than they currently are, especially when work is occurring on their land and sea country without their knowledge and consent, and they have not been given an opportunity to be involved (e.g. collaborative research programs).

The capacity of Traditional Owner groups to deliver actions under the Reef 2050 Plan can be considered in three broad categories

1. the existence of a Ranger group / team that can deliver on-ground action;
2. the appointment of a Coordinator that can engage on tactical issues and opportunities; and
3. the implantation of corporation governance arrangements that can ensure cultural authority for decision-making.

These categories need to be further developed and refined. The figure below provides a snapshot of capacity as identified through the consultations, but more work is required to fully understand overall capacity and the implications for delivery of Reef 2050 commitments.

All Traditional Owner groups consulted expressed their desire and aspirations for increased business capacity, the ability to attract funding whether it was government, private enterprise, philanthropic or other community grants. They were quite keen on developing their organisations to take on contracts and tenders, fee for service and eager to consider joint venture possibilities, consortium arrangements or partnerships with appropriate companies / organisations to build capacity.



Continued support for existing efforts is important

Traditional Owner groups need continued support for key programs to ensure capacity is able to be optimised and built across different areas and groups. Examples highlighted through consultation include the Working on Country and the Land and Sea Ranger programs as well as the ongoing support provided by GBRMPA through the TUMRA process.

Traditional Owners aspire to be self-sufficient and to establish businesses that are able to attract investment in their own right. Indigenous organisations are often able to use government funding as a catalyst to attract other investment or to tender for services.

There has been a large amount of work with different Indigenous and research organisations to improve the way information is stored and used. Many groups identified the need for a safe and secure location to store information relating to their cultural heritage and traditional knowledge. They were quite keen on the idea of having a cloud based database, were okay with the idea of this being a government database providing they had control over what information was stored, who has access to this information (levels of encryption) and satisfied that appropriate information sharing protocols were in place.

Most of the Indigenous actions in the Reef 2050 Plan are closely linked

There are Traditional Owner actions under all seven themes of the Reef 2050 Plan. Some of the actions are closely related and dependent on successful delivery of other actions. Survey and consultations identified the actions in the table below as immediate priorities. Work on these priorities will have a flow-on effect and overall impact on a further 19 actions.

Priorities	Theme	Action	Flow on effect which has a beneficial impact on other Traditional Owner actions			
Immediate	Ecosystem Health	EHA1	EHA2			
	Heritage	HA2	EHA5	HA3		
	Biodiversity	BA2	BA3	BA1	BA4	EHA4
	Water Quality	WQ24	EBA1	EBA2	CBA3	CBA2
	Community Benefits	CBA2	CBA1	CBA3	HA1	HA6
	Governance	GA10				
	Economic Benefits	EBA1	EBA2	CBA3		

There are four other priority actions not included above that are already being addressed. This includes updating the GBRMP Heritage Strategy 2005 by GBRMPA and Traditional Owner groups with capacity are involved with Tangaroa Blue and the LMACs with marine debris activities in their land and sea country estates.

Actions: EHA3 => EHA27
HA4

**GA2 has already been established – Reef Advisory Committee and Indigenous Reef Advisory Committee.

Future consultations need to be undertaken to inform monitoring and reporting

It has not been possible to propose a comprehensive process for monitoring and reporting in this plan. This was partly due to a low level of interest and response on key performance indicators. The Plan outlines a proposal to establish a Reef 2050 Indigenous Coordination Unit. If established, this unit could work with

the Traditional Owner groups on delivering the Indigenous specific actions under the Reef 2050 plan and coordinate reporting on progress and outcomes.

Communication with Traditional Owner groups have highlighted the need for a central point for both Traditional Owner groups, government agencies, industry stakeholders and the broader community, at present this appears to be fragmented and patchy at best, causing frustration on both sides leading to lack of meaningful engagement and information flow.

Implementation should focus on coordination, cultural heritage and business capacity

These three focus areas are explored in the next section. These proposals have been developed in response to the issues and views raised throughout consultations. They are bodies of work that will deliver against multiple Reef 2050 Plan actions, targets and objectives and therefore should be implemented as immediate priorities. Additional funding will be required to support their delivery.

Project Team

The Project Team members for the Plan were: Kerry Blackman, Phil Rist, Peter Brockhurst, Janeen Bulsey and Gary Lui. Guidance was provided by a steering committee that included representatives from:

- GBRMPA Great Barrier Reef Marine Park Authority
- DATSIP Queensland Department of Aboriginal and Torres Strait Island Partnerships;
- NAILSMA North Australian Indigenous Land and Sea Management Alliance
- AIMS Australian Institute of Marine Science

Strategic input was also provided by other experts, included Indigenous members of the Reef 2050 Advisory Committee and Independent Expert Panel and GBRMPA's Indigenous Reef Advisory Committee.

Focus area 1 - Coordination

The Challenge:

Consultation highlighted the absence of a centralised contact point for Traditional Owners to discuss Reef matters. This concern has also been articulated in previous workshops and documents (i.e. Qld Indigenous Sea Country Management Forum: Envisioning the Future, Sea Country Management Policy Framework, NESP Report – Traditional Owners and Sea Country in the Southern Great Barrier Reef – Which Way Forward?)

Discussions with some Traditional Owners indicated that they feel isolated and uncertain who they should contact within government and other stakeholder groups, especially if they want to become more involved with activities in their region. They also feel they are not being approached because organisations, stakeholders and other agencies don't know who to talk to. There is a perception that governments may have competing agendas, regularly change focus and have different priorities to Traditional Owners.

The task of managing ongoing monitoring and reporting of Traditional Owner led actions should be done by Traditional Owners themselves, as far as possible. Development of indicators in the future will also require significant coordination and people dedicated to the task.

The Proposal:

Establishment of a coordination unit to *broker discussions and partnerships* between Traditional Owners and interest groups (including governments) is needed. A dedicated Reef Indigenous Coordination Unit (RICU) could:

- Be an independent unit from government, collaborating with government agencies to facilitate the delivery of the Indigenous specific actions under the Reef 2050 Plan;
- coordinate and monitor reporting on the delivery of Reef 2050 Plan commitments;
- support a forum for longer-term strategic thinking around themes under the Reef 2050 Plan;
- develop and maintain a network to facilitate understanding of who speaks for country, who to contact and partner with in specific areas, and the interests and concerns of Traditional Owners in a particular area; and
- provide guidance, support and a brokering role to Traditional Owner groups including access to information, resources and programs that will help them deliver Reef 2050 Plan commitments.

Outcomes: Key outcomes would include:

- a coordinated approach for Traditional Owners to liaise with government and industry on Reef matters
- a coordinated approach for government and industry stakeholders to liaise with Traditional Owner groups on Reef matters
- coordination of monitoring and reporting on delivery of Reef 2050 actions.

This proposal could contribute to delivery of 11 of the Reef 2050 Plan actions.

Theme	Actions
Ecosystem Health A1	Acknowledge Traditional Owners in new and existing policy and plans
Ecosystem Health A2	Incorporate and prioritise Traditional Owners planning into existing and future ecosystem policy and programs
Ecosystem Health A4	Develop further agreements with Traditional Owners addressing management of ecosystems within their traditional estates
Biodiversity A3	Improve Traditional Owner engagement to strengthen participation in decision making at all levels relating to the conservation and cultural use of biodiversity
Heritage A1	Build capacity for the involvement of Traditional Owners and community members in cooperative management, planning and impact assessment.
Heritage A3	Improve engagement processes for assessment of cultural heritage values to inform decision making
Community Benefits A1	Review current mechanism and processes to improve benefits to Traditional Owners engaged in sea country management.
Community Benefits A2	Work with Traditional Owners to identify world's best practice in agreement making, strategic planning and management and implementation of indigenous programs in relation to the Great Barrier Reef sea country estate.
Community Benefits A3	Develop collaborative working arrangements with Traditional Owners which establish mutual trust and build Indigenous capacity.
Governance A10	Work with Traditional Owners, Industry, regional bodies, government agencies, research institutions and the community to inform deliver of local and regional actions.
Governance 11	Improve Traditional Owner participation in governance arrangements for protection and management of the Reef.

Considerations:

Funding would need to be secured to establish and support this unit over the long-term. It may be possible to establish the unit through a joint arrangement with government and private funding.

The unit could not be a 'representative' body but restricted to coordination, communication and brokering. There would need to be careful consideration of the governance arrangements to support the unit and this should be explored with key Traditional Owners and other experts.

Focus Area 2 - Cultural Heritage

The Challenge:

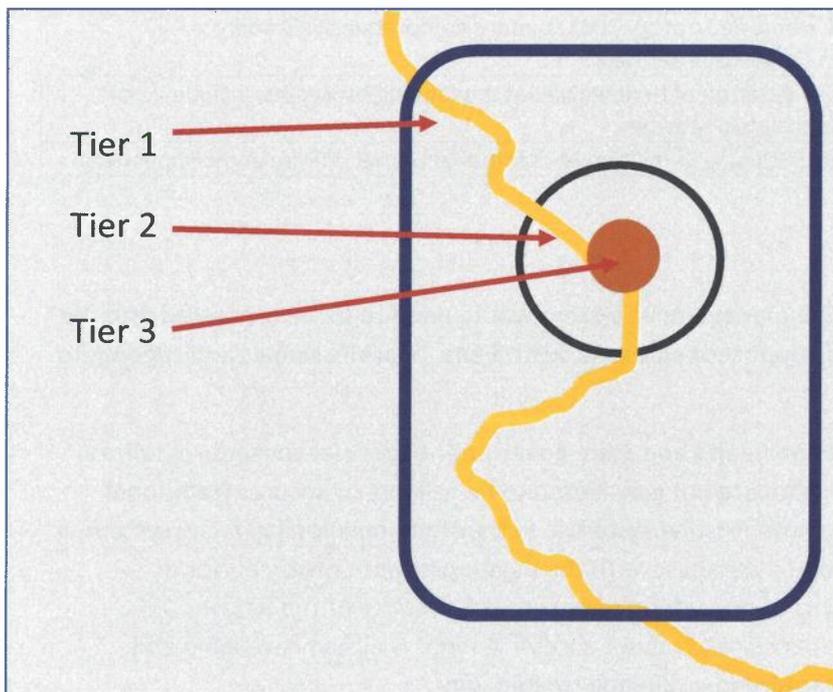
Consultations reveal that there is a general mistrust of governments with sensitive information. Current databases, such as the database within DATSIP and GBRMPA, that hold cultural heritage information are not always compatible and information held is fragmentary. This makes it difficult for people to know if their information is safe and secure. Traditional Owners want a high level of security and control around their information and somewhere to store their knowledge and stories. In general, groups consulted were happy for information to be kept in one database and shared, provided that information sharing protocols are in place to ensure control over their information, who has access and its appropriate use.

The Proposal:

Work within existing mechanisms and the Integrated Monitoring and Reporting Program to improve knowledge retention and data management of cultural heritage information and traditional knowledge. This could include:

- A review of existing databases and their functionality
- Development of a multi-tiered system or access to existing systems to provide for example:
 - **Tier 1** Public could access (this would identify that a site was there but little detail)
 - **Tier 2** Government and Industry (this level would outline level of significance of site)
 - **Tier 3** Only TO groups could access and only their own information

Diagram – Cultural Heritage Site



CULTURAL HERITAGE DATABASE

Diagram – Cultural Heritage Site

Tier 1 – General / Public Access

Tier 2 – Government / Industry Access

Tier 3 – Traditional Owner Access Only

Outcomes:

Key outcomes would include:

- Introducing a multi-tiered system with permissions will protect information
- One-stop shop for Traditional Owners, governments and stakeholders to hold, access and share information safely.
- Greater protection of cultural heritage and mitigation of potential impacts on cultural values.
- Traditional knowledge capture and sharing will facilitate partnerships with Western science, increase traditional knowledge involvement in planning and policies and most importantly protect and retain the knowledge for future generations

This proposal could contribute to delivery of 9 of the Reef 2050 Plan actions.

Theme	Actions
Ecosystem Health A5	Develop, implement and coordinate a protocol and knowledge management system for: recording, storing, protecting, and where appropriate, sharing of knowledge; innovations and practices; conserving and cultural use of biocultural diversity; and use in decision making.
Biodiversity A1	Work with Traditional Owner group to identify biocultural resources within their sea country and develop plans of management for conservation and use of those resources
Biodiversity A4	Work with Traditional Owners to build capacity to record and manage traditional ecological knowledge, and prioritise research to address key Indigenous knowledge gaps
Heritage A1	Build capacity for the involvement of Traditional Owners and community members in cooperative management, planning and impact assessment.
Heritage A2	Work with and support Traditional Owners to collect, store and manage their cultural heritage information.
Heritage A3	Improve engagement processes for assessment of cultural heritage values to inform decision making
Heritage A4	Update the GBRMP Heritage Strategy 2005 to more comprehensively address Indigenous and non-indigenous heritage
Heritage A6	Facilitate robust consideration of heritage values in planning processes, including port development and associated activities.
Governance A7.4	Support cross-cultural training in relation to Traditional Owner culture and perspectives.

Considerations:

Any coordinated cultural heritage knowledge management system would need to be incorporated into the work program for RIMReP and would need support of database custodians, IT professionals and training to help broker agreements and participation.

Databases currently in use by various Commonwealth and State government agencies to capture Cultural Heritage information and traditional knowledge are not considered to be reliable or secure. Traditional Owners do not have confidence or trust in these existing systems. Rather than developing a new system, a new knowledge portal, simple modification of a database with the development of protocols for its management and use with appropriate levels of encryption to ensure the security of the data would alleviate concerns by various groups. This focus area is about accessing what is already available and coordinating cultural heritage knowledge capture in a safe and trusted way.

Focus Area 3 – Business Capacity

The Challenge:

Consultation identified that the capacity of Traditional Owner groups is variable across the Reef region. Some groups are business ready, and others need support and tools to deliver actions under the Reef 2050 plan. Traditional Owners identified their desire to work within their sea country and wanting to be more involved than they currently are. Some Traditional Owners are frustrated that work is occurring on their country without consultation or an opportunity to be involved (e.g. research programs). Without support, current level of capacity will not enable delivery of all Traditional Owner and other actions in the Reef 2050 Plan.

The Proposal:

Foster business capacity for Traditional Owner groups through:

- Developing information resources in collaboration with universities, training providers and other stakeholders to support improvements in capacity
- Mapping opportunities for business ventures
- Partnering people with opportunities – Partnerships, Joint Ventures, Consortiums, Fee For Service, Tenders and Contracts, secondments
- Facilitating Traditional Owners to develop and implement sea country agreements with partner agencies
- Assisting groups expand their existing capacity through facilitation, mentoring and additional training
- Supporting business management initiatives
- Developing and delivering training

Outcomes:

Key outcomes would include:

- Greater involvement and partnerships will increase the value of work being undertaken on country.
- This will lead to greater opportunities and sustainability within the Ranger programs.
- Greater business capacity will lead to more opportunities to deliver outcomes from actions in the 2050 Plan.

Having a Business Capacity focus will have direct benefits through partnership agreements and on-ground projects which will help realise 7 Reef 2050 Plan actions:

Theme	Actions
Ecosystem Health A3	Support Traditional Owners stewardship activities that contribute to Reef health and resilience, including removing and, where possible, identifying the sources of marine debris
Ecosystem Health A27	Implement on-ground activities to reduce the volume of debris generated in or entering the World Heritage Area, and undertake education and awareness raising activities to minimize the source and occurrence of marine debris.
Heritage A1	Build capacity for the involvement of Traditional Owners and community members in cooperative management, planning and impact assessment.
Water Quality A24	Identify and action opportunities for Traditional Owners, industry and community engagement in on-ground water quality improvement and monitoring programs.

Reef 2050 Long Term Sustainability Plan – Indigenous Implementation Plan

Community Benefits A3	Develop collaborative working arrangements with Traditional Owners which establish mutual trust and build Indigenous capacity.
Economic Benefits A1	Develop and implement an Indigenous Business Development Plan including a comprehensive review of baseline data, processes and systems to identify existing and potential economic benefits to TOs
Economic Benefits A2	Assist Traditional Owners to be business ready and have improved capacity to generate economic benefits from use and management of traditional estates.

The Business Capacity focus will have indirect benefits and support delivery of a further 8 Reef 2050 Plan actions:

Theme	Actions
Biodiversity A1	Where agreed through Traditional Owner engagement frameworks, apply traditional knowledge and customary use of biological diversity, including the use of community protocols, in managing protected areas
Biodiversity A2	Work with Traditional Owner group to identify biocultural resources within their sea country and develop plans of management for conservation and use of those resources
Biodiversity A3	Improve Traditional Owner engagement to strengthen participation in decision making at all levels relating to the conservation and cultural use of biodiversity
Heritage A6	Facilitate robust consideration of heritage values in planning processes, including port development and associated activities.
Community Benefits A1	Review current mechanism and processes to improve benefits to Traditional Owners engaged in sea country management.
Community Benefits A2	Work with Traditional Owners to identify world's best practice in agreement making, strategic planning and management and implementation of indigenous programs in relation to the Great Barrier Reef sea country estate.
Governance A10	Work with Traditional Owners, industry, regional bodies, local governments, research institutions and the community to inform delivery of local and regional actions.
Governance 11	Improve Traditional Owner participation in governance arrangements for protection and management of the Reef.

Considerations:

Funding would need to be considered to establish and support organisations to develop capacity, train personnel and support / sustain development of successful business models in the short, medium and long term.

Indigenous Business Australia, Indigenous Land Corporate, Federal and Queensland funding programs along with Joint Venture proposals and the development of Business partnerships and MOUs with commercial ventures and universities can assist with this process.

Summary

Maintaining and enhancing cultural and other Indigenous values, in addition to traditional knowledge systems in the Great Barrier Reef is vital to the ongoing protection and maintenance of the Outstanding Universal Value for the Great Barrier Reef World Heritage Area.

The Reef 2050 Indigenous Implementation Plan identifies three key areas to focus on as priorities for implementation: Coordination, Cultural Heritage and Business Capacity.

All three priorities require the Reef Indigenous Coordination Unit to be fully effective. Establishing RICU within a six to twelve month timeframe will facilitate Traditional Owners to be well positioned to engage fully in the five year (2020) review of the Reef 2050 Plan.

Further work on the Key Performance Indicators is required and the creation of appropriate reporting mechanisms into the Plan are to be reviewed over time as a step in the journey. The coordination unit will be crucial in developing relationships and providing the link from community to Traditional Owner representation on the Reef 2050 Advisory Committee, the Independent Expert Panel and the Reef Integrated Monitoring and Reporting Program Steering Committee and working groups.

This Plan will support future delivery of existing government programs (i.e., Traditional Use of Marine Resources Agreements, Indigenous Protected Areas, Indigenous Ranger Programs, National Parks, Indigenous Land Use Agreements, etc.). The process will, more importantly, provide the policy framework for Traditional Owners and management agencies to enter into conversations, discussions and negotiations around co-management arrangements especially as updates to the Reef 2050 Plan Implementation Strategy will be released on a regular basis and the Reef 2050 Plan itself will be reviewed as part of adaptive management.

Ongoing communication will be key to build and strengthen connections within the Traditional Owner networks, Industry and Government. A dedicated coordination unit would help make delivery of the actions in the Reef 2050 plan a smoother, more seamless process.

An increased focus on collaboration and partnerships will assist to build a level of cultural competency that is required to maintain productive working relationships with Traditional Owner sea country managers. This includes understanding, respecting and valuing Indigenous cultural heritage and knowledge systems. These elements are vital to comprehending the foundations of sea country and the ability to manage it with Traditional Owners effectively.

Appendix A: Reef 2050 Plan Indigenous Targets, Objectives and Outcomes

Targets (2020)	Objectives (2035)	Outcome (2050)
<p>EHT1 Traditional Owners have developed Indigenous Ecological Knowledge Management Systems for collecting, handling and sharing culturally sensitive information, and its integration in decision making</p> <p>EHT2 The number of agreements with Traditional Owners addressing management of ecosystems within their traditional estates is increased.</p>	<p>EHO1 The knowledge, innovations and practices of Traditional Owners relevant for conservation and cultural use of biocultural diversity are preserved and maintained.</p>	<p>Ecosystem Health The status and ecological functions of ecosystems within the Great Barrier Reef World Heritage Area are in at least good condition with a stable to improving trend.</p>
<p>BT1 Customary use of biological resources, in accordance with traditional cultural practices that are compatible with conservation or cultural use requirements, are formally recognised and adopted in management arrangements.</p>	<p>BO1 Traditional Owners are engaged and participate in and manage the conservation and ecologically sustainable use of cultural keystone species and biocultural resources.</p>	<p>Biodiversity The Reef maintains its diversity of species and ecological habitats in at least a good condition with a stable to improving trend.</p>
<p>HT1 New and effective cooperative management practices are developed for protection and conservation of Great Barrier Reef Indigenous and non-Indigenous heritage.</p> <p>HT2 Indigenous and non-Indigenous heritage values are identified, documented and protected in decision-making and planning processes.</p> <p>HT3 Partnerships between Traditional Owners and all stakeholders are increased to ensure key Reef heritage values are identified, documented, and monitored.</p>	<p>HO1 Traditional Owners’ cultural heritage rights and responsibilities are incorporated in all facets of management.</p> <p>HO2 Indigenous and non- Indigenous heritage including natural, aesthetic, historic, scientific, and social values are identified, conserved and managed in partnership with the community.</p>	<p>Heritage Indigenous and non-Indigenous heritage values are identified, protected, conserved and managed such that the heritage values maintain their significance for current and future generations.</p>

<p><u>WQAT5</u> Traditional Owners, industry and community are engaged in on-ground water quality improvement and monitoring.</p>	<p><u>WQAO2</u> Over successive decades the quality of water in or entering the Reef from all sources including industrial, aquaculture, port (including dredging), urban waste and stormwater sources has no detrimental impact on the health and resilience of the Great Barrier Reef.</p>	<p><u>Water Quality</u> Reef water quality sustains the Outstanding Universal Value, builds resilience and improves ecosystem health over each successive decade.</p>
<p><u>CBT1</u> The number of benefit-sharing initiatives and agreements with Traditional Owners is increased.</p>	<p><u>CBO1</u> The rights of Traditional Owners to derive benefits from the conservation and cultural use of biological resources are recognised.</p>	<p><u>Community Benefits</u> An informed community that plays a role in protecting the Reef for the benefits a healthy Reef provides for current and future generations.</p>
<p><u>EBT1</u> There is an increase in the number of Traditional Owner service providers and viable businesses.</p> <p><u>EBT2</u> The number of employment opportunities for Traditional Owners in sea country management and Reef-based industries is increased.</p>	<p><u>EBO1</u> Traditional Owners derive economic benefits from conservation and sustainable use of biological resources.</p>	<p><u>Economic Benefits</u> Economic activities within the Great Barrier Reef World Heritage Area and its catchments sustain the Reef’s Outstanding Universal Value.</p>
<p><u>GT1</u> Implementation, reporting and review of this Plan are based on the principles of transparency, ownership, accountability, responsiveness and the strong involvement of Traditional Owners, industry, researchers and the community.</p>	<p><u>GO3</u> Strong partnerships with Traditional Owners, industry, researchers and the community support protection and management of the Reef.</p>	<p><u>Governance</u> The Outstanding Universal Value of the Reef is maintained and enhanced each successive decade through effective governance arrangements and coordinated management activities.</p>



