

Great Barrier Reef Traditional Owner Taskforce Governance Charter

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Approval

This Taskforce Governance Charter was approved by the Great Barrier Reef Traditional Owner Steering Group on 8 March 2024.

Acknowledgement

Aboriginal and/or Torres Strait Islander Peoples are the Traditional Owners of the Great Barrier Reef and the land and rivers which join the Reef and flow into the sea.

This Taskforce Governance Charter acknowledges and supports the rights and interests, possessed under traditional laws/Lore and customs, observed by Aboriginal and Torres Strait Islander Peoples that hold cultural connections to the land and waters of the Great Barrier Reef Region.

Through the creation of the Great Barrier Reef Traditional Owner Taskforce, this Taskforce Governance Charter outlines matters relevant to the advancement of rights and interests of the Reef's Traditional Owners and their aspirations for a 'Healthy Reef and Healthy People'.

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Note: in this document, 'Traditional Owner' refers to the Traditional Owners of the Great Barrier Reef land and sea Country. In some parts of the Reef and across the Reef's catchments, Aboriginal and/or Torres Strait Islander Peoples refer to themselves as Bama, Murri or other language names, Traditional Custodians or First Nations Peoples. A glossary of terms used in this Taskforce Governance Charter is provided in Table 1.

Executive Summary

The creation of a Great Barrier Reef Traditional Owner Taskforce (Taskforce) is a key recommendation of the [Reef 2050 Traditional Owner Implementation Plan](#) (Reef TO Plan) launched in November 2022.

The establishment of the Taskforce is a way for Traditional Owners of the Great Barrier Reef to work with each other through a dedicated governance process, and engage with Reef 2050 partners and other stakeholders, through effective coordination and delivery of the Reef TO Plan. The Taskforce is a Traditional Owner-led knowledge and skills-based collective. It is not a representative body.

This *Taskforce Governance Charter*, together with the Taskforce *Terms of Reference* and Host *Corporate Services Plan* provide the framework for the Taskforce's establishment and operation.

In summary:

- The Reef TO Plan provides an operational platform to coordinate the delivery of actions required to achieve the Traditional Owners' vision for a 'Healthy Reef and Healthy People'. It builds on the strong and proud history of Traditional Owners voicing their priorities for the Reef and contains 71 actions, spanning six work areas.
- The Taskforce is responsible for overseeing delivery of the Reef TO Plan, and has three key priorities.
 - i. Engaging with Traditional Owners on options for a Sea Country Alliance (Reef-wide and regionally) and implementing the preferred option.
 - ii. Overseeing the delivery of strategic policy and capacity building actions in the Implementation Plan while a Sea Country Alliance is being established.
 - iii. Monitoring and reporting on the delivery of Traditional Owners actions in this Plan as part of the broader Reef 2050 integrated monitoring and reporting.
- Effective engagement and communication with the Reef's Traditional Owners will be central to the Taskforce. In carrying out its functions the Taskforce will be guided by and act in the best interests of Traditional Owners across the Reef. The Taskforce Terms of Reference includes the standards to which the Taskforce will operate in carrying out its community engagement functions.
- The Taskforce will work closely with government agencies and non-government organisations to elevate the priorities of Traditional Owners and drive the system-level changes needed to build genuine partnerships and realise Traditional Owner aspirations for genuine co-governance, co-decision making and Traditional Owner-led approaches¹.
- The Taskforce will be supported by an independent Secretariat and a Coordination Unit. It will operate for up to three years or until such time as a Sea Country Alliance is established (whichever is the earliest).
- As an unincorporated body of individuals, the Taskforce, including the Coordination Unit will operate within a host organisation to provide legal and financial accountability.

The Reef TO Plan provides important background on the establishment of the Taskforce, including information on the Traditional Owner Steering Group – a group of individuals with relevant expertise who oversaw development of the Reef TO Plan. This Taskforce Governance Charter should be read alongside the Reef TO Plan and its supporting documents.

¹ Traditional Owner-led approaches, include but are not limited to, self-determined governance and management approaches in line with cultural obligations and customary rights and interests.

Glossary of Terms

In this document terms used have the same meaning as those used in the *Reef 2050 Traditional Owner Implementation Plan* unless otherwise specified. A summary of the most commonly used terms is provided below.

TERM	MEANING
Aboriginal and/or Torres Strait Islander	An Aboriginal and/or Torres Strait Islander person is a person of Aboriginal and/or Torres Strait Islander descent who identifies as an Aboriginal and/or Torres Strait Islander (person) and is accepted as such by the community in which they live. (Adopted from s51 (25) of the High Court Act of Australia (1983))
All Parties	Refers to the Traditional Owner Taskforce Members, the General Manager, Coordination Unit Members and Host Organisation employees engaged for the delivery of the Traditional Owner Taskforce purpose and priorities.
catchments	Refers to the Great Barrier Reef's 35 river catchments which extend across Cape York, the Wet Tropics, Burdekin, Mackay-Whitsunday, Fitzroy and Burnett Mary regions. The Reef 2050 Plan uses the singular term 'Catchment' to refer to all 35 river basins that flow into the Great Barrier Region.
co-management	To share the responsibility for management by jointly undertaking actions needed to achieve given objectives. Source: Adapted from <i>Traditional Owners of the Great Barrier Reef: The Next Generation of Reef 2050 Actions, 2018</i> .
co-governance	To share overarching governance by jointly deciding what the objectives are, sharing power, authority and responsibility, and being jointly held accountable for outcomes. Source: Adapted from <i>Traditional Owners of the Great Barrier Reef: The Next Generation of Reef 2050 Actions, 2018</i> .
Country	A person's land, sea, sky, rivers, sites, seasons, plants and animals; and place of heritage, belonging and spirituality is called 'Country'. The term 'Country' refers to the interdependent relationship between Traditional Owners and their ancestral lands and seas. Source: <i>Reef 2050 Plan, 2021-2050</i> .
Cultural expertise	Refers to the Indigenous ways of knowing-being-doing. This includes but is not limited to; Lore, custom, heritage, values, systems, traditions, relationships, and knowledge.
DCCEEW	Department of Climate Change, Environment, Energy and Water (Commonwealth).
governance	The processes that determine who decides what the objectives are, what to do to pursue them and with what means. Governance determines how those decisions are taken; who holds power, authority and responsibility; and who is (or should be) held accountable. Source: Adapted from <i>Governance for the Conservation of Nature, Borrini-Feyerabend and Hill, 2015</i> .
GBRF	Great Barrier Reef Foundation.
GBRMPA	Great Barrier Reef Marine Park Authority (Commonwealth).
Grant Agreement	Refers to the Agreement between Pollination Foundation and State of Queensland acting through the Department of Environment, Science and Innovation in relation to hosting the Reef Traditional Owner Taskforce.
Host Organisation	Refers to Pollination Foundation Limited.
Host Corporate Services Plan	The document agreed to by the Traditional Owner Steering Group for the Host Organisation's corporate services to support the establishment and operations of the Taskforce.
management	Is about what is done in pursuit of given objectives; the means and actions to achieve such objectives. Source: <i>Governance for the Conservation of Nature, Borrini-Feyerabend and Hill, 2015</i> . It includes functions such as planning, policy, field operations, monitoring, evaluation and reporting.
OGBRWH	Office of Great Barrier Reef and World Heritage, Queensland Department of Environment and Science.

Reef	Refers to the Great Barrier Reef as depicted in the Reef 2050 Traditional Owner Implementation Plan, Figure 1 page 6.
Reef 2050 Plan	Refers to the Reef 2050 Long Term Sustainability Plan – Australia’s long-term strategy for protecting and managing the Great Barrier Reef.
Reef TO Plan	Refers to the Reef 2050 Traditional Owner Implementation Plan.
Term	The term commences on the date of signing the Grant Agreement and concludes on 30 June 2026 (or such further term as agreed by the parties to the Grant Agreement). The Taskforce may be dissolved earlier if the establishment of a Sea Country Alliance occurs before 30 June 2026.
Taskforce	Includes the Taskforce Members, General Manager and Coordination Unit (the Coordination Unit includes the Secretariat).
Taskforce Governance Charter	This document. The Taskforce Governance Charter set out the framework for the Taskforce’s establishment and operation. It provides important context for the Taskforce’s operation, outlining its purpose, priorities, structure, and high-level roles and responsibilities. It also outlines the roles and responsibilities of Key Partners, Traditional Owner Steering Group members and the Host Organisation.
Taskforce Members	The Traditional Owner Co-Chairs, Traditional Owner Members, non-Traditional Owner, non-voting Members and the non-voting General Manager who have responsibility to provide strategic direction and cultural advice for the Taskforce, as set out in the Taskforce Terms of Reference.
Taskforce Terms of Reference	The Taskforce Terms of Reference sets out more detail in relation to governance arrangements of the Taskforce’s operations including the composition of the Taskforce Membership, detailed roles and responsibilities of Taskforce Members, Co-Chairs, General Manager, Coordination Unit and Secretariat, meeting procedures, decision making, Code of Conduct, Conflicts of Interest, Confidentiality and Privacy, Termination and Resignation of Taskforce Members.
Traditional Owners	Refers to the Traditional Owners of Great Barrier Reef sea Country and land and coast. Traditional Owners are the Aboriginal and/or Torres Strait Islander Peoples who have inherent rights and connections to their apical ancestors and ongoing traditional and cultural association with the land and sea, and possess rights and interests under Traditional and Customary Lore and Australian and Queensland government laws. Source: <i>Reef 2050 Traditional Owner Implementation Plan, 2022</i> .
Traditional Owner led approaches	Traditional Owner-led approaches, include but are not limited to Traditional Owners having positions of influence, and self-determined governance and management approaches in line with cultural obligations and customary rights and interests.
Traditional Owner Steering Group	The group of individuals with relevant expertise who oversaw development of the Reef TO Plan and were responsible for bringing the Taskforce initiative to life.

Table 1: Glossary of acronyms and commonly used terms

Preamble

The establishment of a Great Barrier Reef Traditional Owner Taskforce to develop an independent Sea Country Alliance is a milestone moment for the Great Barrier Reef, and all communities that respect, care for, connect with and rely on it.

This arrangement reflects in Western governance what Traditional Owners across the Great Barrier Reef have been doing since time immemorial, caring for Country, kinship, family and Community. This asserts the inherent rights of Aboriginal and Torres Strait Islander people under the *United Nations Declaration on the Rights of Indigenous People*, to Country, to their Indigenous Cultural and Intellectual Property, and their Data. This pathway is crucial to the right to continue to practice and pass on culture and knowledge, for current and future generations.

In this pathway, Great Barrier Reef Traditional Owners, governments and non-government organisations jointly:

- (i) **Acknowledge that** the Great Barrier Reef Traditional Owner Taskforce having self-determination over the operations, direction and future of the Taskforce is essential to an eventual, independent Sea Country Alliance;
- (ii) **Acknowledge that** Governments and non-government organisations supporting the Taskforce require a degree of oversight and accountability over funding and reporting;
- (iii) **Acknowledge that** a Host Organisation is acting as an enabler to support this transitional period towards an independent entity;
- (iv) **Commit to** work together to appropriately and reasonably balance this potential tension; and
- (v) **Commit to** work together in good faith, effectively and respectfully, as this is imperative for self-determination, and mutual social, environmental, and economic benefits. This benefits all Australians, to preserve and fight for the largest living structure on the planet.

1. Purpose of this document

The creation of a Great Barrier Reef Traditional Owner Taskforce (**'Taskforce'**) is a key recommendation of the Reef TO Plan. Its purpose is to elevate the aspirations of Reef Traditional Owners for a 'Healthy Reef and Healthy People' and advance key imperatives required to translate these aspirations into outcomes.

This Taskforce Governance Charter provides the framework for the Taskforce's establishment and operation. It provides important context for the Taskforce's operation, outlining its purpose, priorities, structure, membership, roles and responsibilities. It also outlines the roles and responsibilities of the Host Organisation and ongoing role of Traditional Owner Steering Group members.

It aims to ensure that All Parties have a common understanding of the Taskforce's governance and operation. All Parties involved with or working with the Taskforce in any capacity related to the exercise of its functions agree to comply by this Taskforce Governance Charter and Taskforce Terms of Reference.. Where there is a conflict between this Taskforce Governance Charter and the Grant Agreement, the Grant Agreement will prevail.

The Taskforce will annually review this Taskforce Governance Charter and associated documents, to ensure it remains fit-for-purpose.

Any changes to the Taskforce Governance Charter require approval by the Taskforce and Host Organisation. Formatting or minor changes may be approved by the Taskforce Co-Chairs and/or the General Manager in consultation with the Host Organisation.

2. Reef 2050 History and Background

Aboriginal and/or Torres Strait Islander Peoples are the Traditional Owners and Custodians of the Great Barrier Reef ('Reef') and its catchments.² They hold inherent rights, interests, and obligations to protect and care for their Country.

There are over 70 Traditional Owner groups along the Queensland coast whose traditional estates extend over the Great Barrier Reef, and many more groups whose customary estates form part of the Reef's catchments. Traditional Owner connections with the Great Barrier Reef extend over many thousands of years. It is a rich cultural land and sea-scape, and Traditional Owners continue to be actively involved in the governance and management of their Country.

The Reef was declared a Commonwealth Marine Park in 1975 and a World Heritage Area in 1981. This occurred without the consent of Traditional Owners and without appropriate recognition of its cultural significance.³ Since this time, Traditional Owners have sought greater recognition of their rights, responsibilities and interests as the traditional custodians of the Great Barrier Reef.⁴ From the 1990's onwards, Traditional Owners have been coming together through a range of forums to seek more cohesive approaches to securing their aspirations for a 'Healthy Reef and Healthy People'.⁵

In 2015 the [Reef 2050 Long-Term Sustainability Plan](#) (known as the '**Reef 2050 Plan**') was launched. This Plan is Australia's overarching long-term strategy for protecting and managing the Great Barrier Reef. It brings together actions across all levels of government, Traditional Owner groups, industry, researchers and the broader community to create a shared pathway to achieve a 'Healthy Reef and Healthy People'. The Plan's vision is: '*In 2050 the Great Barrier Reef is sustained as a living natural and cultural wonder of the world.*'

Traditional Owners have been involved in the Reef 2050 planning process since it began almost a decade ago. The [Reef 2050 Traditional Owner Implementation Plan](#) (known as the '**Reef TO Plan**'), launched in November 2022, marked a step-change in the recognition of Traditional Owner interests in the Great Barrier Reef and the Reef 2050 Plan. It brings together actions from the many Sea Country and Traditional Owner-led reports⁶ that relate to the Reef into a stand-alone document, whilst aligning to recommendations from the [Reef 2050 Traditional Owner Aspirations Report](#).

The Reef TO Plan seeks to honour the work of Reef Traditional Owners who have been advocating for greater recognition of their rights and custodial responsibilities to govern and manage their Sea Country, and provide an operational platform to strategically coordinate and advance the actions required to achieve Traditional Owners aspirations for a 'Healthy Reef and Healthy People'.

The Reef TO Plan contains 71 actions spanning six work areas. The first three work areas are about reducing threats to Country from climate change, land-based and water-based activities. The second three work areas are about moving towards genuine partnerships in the Reef's overarching governance and day-to-day management; the fair and equitable sharing of benefits derived from the Reef; strong, engaging and relevant science that reflects Traditional Owners' interests

² See Table 1 – Glossary of Terms.

³ While listed only for its natural (not cultural) heritage significance, the Great Barrier Reef's Retrospective Statement of Outstanding Universal Value, adopted by UNESCO in 2012, did include reference to the "strong ongoing links between Aboriginal and Torres Strait Islanders and their sea-country" <<https://whc.unesco.org/en/soc/86/>>.

⁴ [Traditional Owners and Sea Country in the Southern Great Barrier Reef - Which Way Forward?](#) Dale et al., 2016.

⁵ [Traditional Owners of the Great Barrier Reef: The Next Generation of Reef 2050 Actions](#), Commonwealth of Australia, 2018.

⁶ Refer pages 7-8 of the [Reef 2050 Traditional Owner Implementation Plan](#), 2022.

and priorities; and investment, innovation and sustainable financing. Education, employment and economic enterprises built around caring for Country are embedded across all six work areas.

A key recommendation of the Reef TO Plan was the creation of an independent Traditional Owner-led Taskforce. This is to catalyse efforts and mobilise resources needed for building genuine partnerships and strategic capability to realise Traditional Owner aspirations for co-governance and far greater involvement in the day-to-day formal management of the Great Barrier Reef and the Reef's catchments.

The establishment of the Taskforce represents the first-time resources have been dedicated to an independent Traditional Owner-led body to drive implementation of actions under the Reef 2050 Plan.

The [Reef 2050 Traditional Owner Implementation Plan](#) provides important background information and context to the establishment of the Taskforce. It includes information and links to previous reports which carry the voices of Reef Traditional Owners and provides the basis for the Taskforce's work. This Taskforce Governance Charter should be read alongside this Plan.

3. Purpose of the Taskforce

The purpose of the Taskforce is to oversee delivery of the Reef TO Plan.

4. Key Priorities of the Taskforce

In accordance with the Reef TO Plan, the Taskforce's key priority will be to progress options around the establishment of a Reef-wide Sea Country Alliance⁷. This action, together with the establishment of a Futures Fund⁸ will be central to providing Traditional Owners a strong and representative voice and independent source of funding for achieving our long-term aspirations for the Reef.

The process to scope options and come up with a preferred model for a Sea Country Alliance⁹ will involve extensive engagement with Traditional Owner groups. It was anticipated by the Reef TO Plan that an options paper on models would be completed by the end of 2023 with work to implement the preferred option occurring in 2024.

While this work occurs the Taskforce, working with Traditional Owners, will also oversee the delivery of strategic policy and capacity building actions (including investment actions) in the Reef TO Plan. It is anticipated that this function will form part of the role of the Reef-wide Sea Country Alliance (or similar) once established.

The Taskforce also will coordinate monitoring and reporting of Traditional Owner actions in the Reef TO Plan as part of the broader Reef 2050 monitoring and reporting process.

The Taskforce has three key priorities:

1. Engaging with Traditional Owners on options for a Sea Country Alliance (Reef-wide and regionally) and implementing the preferred option.

⁷ Refer [Reef 2050 Traditional Owner Implementation Plan](#) - Partnerships and Capacity Action PC-5, page 43

⁸ Refer [Reef 2050 Traditional Owner Implementation Plan](#) - Investment Action I-4, page 54.

⁹ The establishment of a 'Great Barrier Reef Traditional Owner Sea Country Alliance' was a key recommendation of the Traditional Owner-led Reef 2050 Traditional Owners Aspirations Project (see [Traditional Owners of the Great Barrier Reef: The Next Generation of Reef 2050 Actions](#)). The term 'Sea Country Alliance' refers to a 'Sea Country Alliance, or similar', noting that the structure and name for a Reef-wide Traditional Owner Sea Country body and supporting engagement framework is yet to be determined.

2. Overseeing the delivery of strategic policy and capacity building actions in the Implementation Plan while a Sea Country Alliance is being established.
3. Monitoring and reporting on the delivery of Traditional Owners actions in this Plan as part of the broader Reef 2050 integrated monitoring and reporting.

5. Guiding Best Practice Principles

This Taskforce Governance Charter recognises that cultural authority rests with the Reef's Traditional Owners. For this reason, it places a strong focus on best practice engagement principles and protocols, including establishing Free, Prior and Informed Consent, and safeguards to protect Indigenous Cultural and Intellectual Property and Indigenous Data Sovereignty.

The Taskforce is committed to upholding international, national and state instruments and following best practice principles consistent with (including but not limited to):

- *United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)*¹⁰
- *Convention on Biological Diversity (CBD)*¹¹
- *Convention of the Law of the Sea (UNCLOS)*¹²
- *Convention Concerning the Protection of World Cultural and Natural Heritage (World Heritage Convention)*
- *Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity (Nagoya Protocol)*¹³, and
- *Policy on Engaging with Indigenous Peoples (UNESCO 2018)*
- *Environment Protection and Biodiversity Conservation Act 1999 (Cth)*
- *Queensland Human Rights Act 2019 (Qld)*
- *Biodiscovery Act 2004 (Qld)*¹⁴
- *The National Partnership Agreement on Closing the Gap*
- *Queensland Government's Track to Treaty*
- *Reef 2050 Traditional Owner Implementation Plan Agreement to Partner 2023*

The Taskforce will follow best practice protocols for engagement with Aboriginal and/or Torres Strait Islander Peoples, including the [AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research](#).¹⁵

Consistent with the purpose of the Reef TO Plan¹⁶ the Taskforce will:

- Focus on delivering on Traditional Owner priorities, including the establishment a Reef-wide Sea Country Alliance.
- Honour the past while looking to the future – ensuring the aspirations and guiding work of Great Barrier Reef Elders are respected and their voices are not lost.

¹⁰ *United Nations Declaration on the Rights of Indigenous Peoples*, GA Res 61/295, UN Doc A/RES/61/295 (2 October 2007, adopted 13 September 2007).

¹¹ *Convention on Biological Diversity*, opened for signature 5 June 1992, 1760 UNTS 79 (entered into force 29 December 1993).

¹² *Convention of the Law of the Sea*, opened for signature 10 December 1982 (entered into force 16 November 1994).

¹³ *Convention on Biological Diversity: ABS Nagoya Protocol on Access to Genetic Resources and the Fair and Equitable Sharing of Benefits Arising from their Utilization to the Convention on Biological Diversity*, entered into force on 12 October 2012.

¹⁴ *Biodiscovery Act 2004 (Qld)*.

¹⁵ Australian Institute of Aboriginal and Torres Strait Islander Studies, *AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research* (Report 2020).

¹⁶ The Reef 2050 Traditional Owner Steering Group, *Traditional Owner Implementation Plan* (Report, 2022).

- Recognise Aboriginal and/or Torres Strait Islander Peoples' inherent rights, interests, obligations and aspirations as Traditional Owners and Custodians of the Great Barrier Reef and its catchments, and that Country and People are one.
- Promote accountability – working with partners to ensure actions are appropriately resourced, their progress tracked, and implementation reported on as part of the Australian and Queensland government's obligations to protect the Reef.

In carrying out its functions the Taskforce will be guided by the recommendations in the Traditional Owner-led report *Traditional Owners of the Great Barrier Reef: the Next Generation of Reef 2050 Actions*¹⁷, and the following Reef 2050 Traditional Owner reports:

- New and Revised Targets and Indicators for the Reef 2050 Plan (2019).
- Strong Peoples – Strong Country Indigenous Heritage Monitoring Framework (2019).
- Traditional Owner Theory of Change for the Great Barrier Reef Workshop Proceedings (2018).
- Reef 2050 Long-Term Sustainability Plan – Indigenous Implementation Plan (2016).
- Traditional Owners and Sea Country in the Southern Great Barrier Reef. Which Way Forward? (2016).
- Reef 2050 Long Term Sustainability Plan Indigenous Targets Project - Report from the Indigenous Sea Country Policy Group and the Cape York Turtle and Dugong Taskforce Steering Committee (2014).
- Sea Forum and other Traditional Owner processes related to Reef governance arising since the late 1990s.

6. Code of conduct

The following Code of Conduct outlines the standard of conduct and ethics required of All Parties involved with or dealing with the Taskforce in any capacity related to the exercise of its functions. This Code of Conduct applies to all conduct exercised by All Parties in connection with the Taskforce.

6.1 Best interests of Traditional Owners and the Taskforce

- All Parties will treat with special care, the trust placed in them to act in the best interests of Traditional Owners across the Great Barrier Reef.
- All Parties will act in good faith and in the best interests of the Taskforce and the Reef TO Implementation Plan.

6.2 Complying with the Terms of Reference and Taskforce policies

- All Parties will, at all times, comply with:
 - these Terms of Reference,
 - Attachments to these Terms of Reference, and
 - Taskforce policy documents.

6.3 Complying with applicable laws

- All Parties will, at all times, comply with all applicable Australian laws.

6.4 Care, diligence, and skill

- All Parties will:
 - act with care, diligence, and skill, applying their expert knowledge.

¹⁷ [Traditional Owners of the Great Barrier Reef: The Next Generation of Reef 2050 Actions](#), Commonwealth of Australia, 2018.

- as far as possible, participate actively in all their relevant duties, roles and responsibilities.
- follow Free, Prior and Informed Consent (FPIC) standards, so as to allow appropriate time to consider topics adequately, which may require further community consultation.
- contribute to a culture of open communication, founded on truth-telling, active listening and connecting with one another.
 - not be under the influence of alcohol or illicit drugs in the exercise of all Taskforce actions, including when attending Taskforce events.
 - not provide false or misleading information to any person or group in the exercise of all Taskforce functions.

6.5 Proper use of position

- All Parties will use their position properly to further the interests of the Taskforce, its functions, and the Reef Traditional Owner communities affected by these functions.
- All Parties will not abuse their position to gain any profits, gifts, favours, benefits or advantages to themselves or any other person.

6.6 Proper use of information

- All Parties will not make improper use of:
 - information received by the Taskforce.
 - resources provided to the Taskforce.

6.7 Fairness and impartiality

- All parties will make decisions fairly and impartially, having regard to all available information, laws, policies, and procedures.
- All Parties will not allow personal, professional interests or relationships influence their judgement.
- When resolving disputes, All Parties will act free of favouritism and self-interest.

6.8 Financial responsibility

- All Parties will act in a financially responsible manner and understand what their decisions mean for the Taskforce's finances and future.
- Financial training will be offered to all Taskforce Members and Coordination Unit employees in order to do their job effectively.

6.9 Standing for election elsewhere

- Taskforce Members will notify the Secretariat and disclose a potential conflict of interest at the next Taskforce meeting if they become a candidate for any Board or Executive position at another organisation. This is not forbidden as Taskforce Members (with the exception of the General Manager) are independent contractors. Taskforce Members will not use Taskforce resources or information in connection with any such candidacies.

6.10 Honesty and integrity

- All Parties will:
 - behave, at all times, ethically, honestly, and morally to uphold the integrity of the Taskforce and its aims,
 - be kind, honest, and fair to all other persons, respecting their opinions, rights, and physical, mental and cultural wellbeing,
 - not bully or harass any person,

- treat all meeting attendees with respect and courtesy, and without harassment, and
- be transparent in their dealings.

7. Taskforce Structure

The Taskforce is an independent Traditional Owner-led initiative under the Reef TO Plan. The Taskforce is not a representative body and will not speak for or on behalf of anyone or their Country. It is a link between on-ground delivery and community needs with Reef partners. The Taskforce is not a legal entity and does not hold legal or financial powers, and as such will operate with the support of a host organisation.

The Taskforce is made up of two parts, Taskforce Members and Taskforce Coordination Unit.

The Taskforce Members are a Traditional Owner-led group made up of eight members with the knowledge and skills required to provide strategic direction and cultural advice to deliver on the Taskforce's purpose and priorities. The Taskforce is jointly chaired by one male and one female Great Barrier Reef Traditional Owner and include a non-voting General Manager.

In carrying out its functions, the Taskforce will be supported by the Taskforce Coordination Unit, including a Secretariat, and Host Organisation. The roles and responsibilities of each are described in **Section 8** – Governance responsibilities.

A grant agreement between the Host Organisation and Taskforce funding partners (DCCEEW and OGBRWH) includes this Taskforce Governance Charter to ensure the Taskforce has the capacity to operate as an independent Traditional-Owner led body in carrying out its functions.

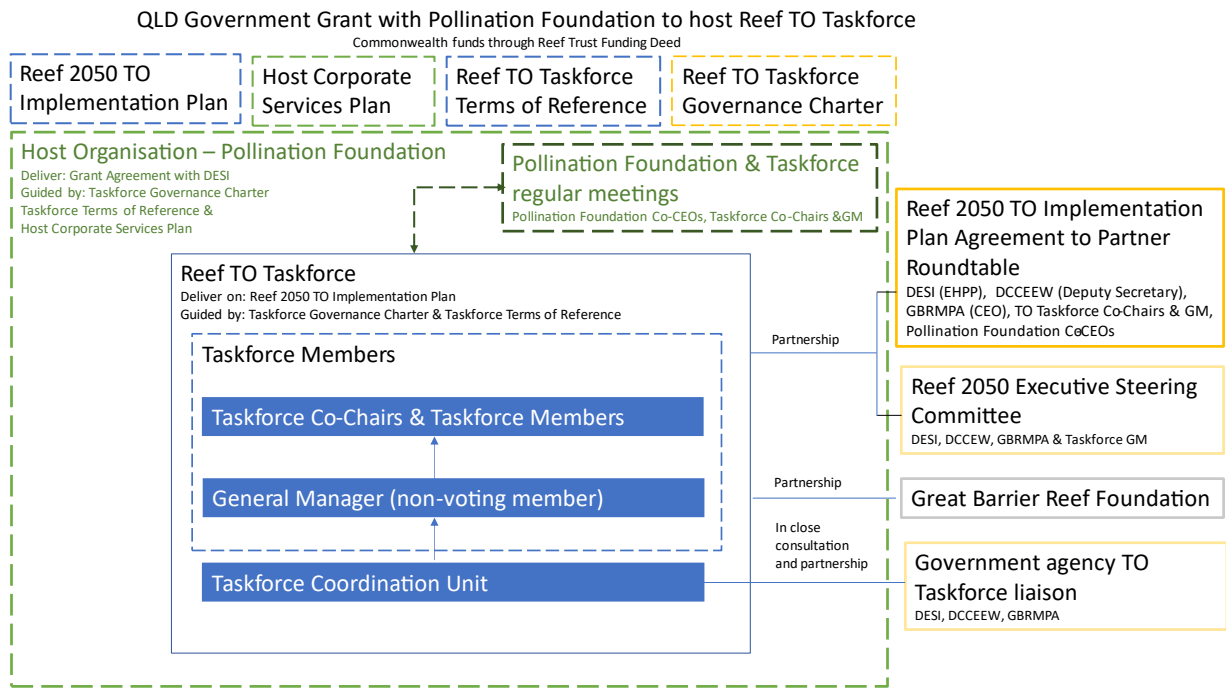


Figure 1. Taskforce Governance Structure

8. Governance Responsibilities Summary

Taskforce Co-Chairs

The Co-Chairs have responsibility for jointly chairing and participating in Taskforce meetings and attending other Reef 2050 governance meetings as required. The Co-Chairs are appointed for three years or until a Sea Country Alliance is established. The selection process and role of the Co-Chairs is detailed in the Taskforce Terms of Reference. The Co-Chairs are engaged by the Host Organisation as contractors. Their performance will be evaluated by Taskforce Members and the Host Organisation in accordance with this Taskforce Governance Charter.

More detail in relation to the responsibilities of the Co-Chairs is contained in the Taskforce Terms of Reference.

Taskforce Members

The Taskforce Members are a knowledge and skills-based group providing strategic direction and cultural guidance to deliver on the Taskforce's three priorities. Members are appointed for three years or until the Sea Country Alliance is established. The selection process and role of Taskforce Members is detailed in the Taskforce Terms of Reference. The members are engaged by the Host Organisation as contractors.

More detail in relation to the responsibilities of Taskforce Members is contained in the Taskforce Terms of Reference.

General Manager

The primary role of the General Manager is to lead operational management under the strategic direction and cultural guidance of the Taskforce. The General Manager is employed by the Host Organisation on behalf of the Taskforce and is responsible for establishing and overseeing the operation of the Coordination Unit including the Taskforce Secretariat, and

for ensuring policy and delivery systems are in place to enable the Taskforce to effectively deliver its three priorities. The performance of the General Manager will be evaluated by the Co-Chairs and Host Organisation.

More detail in relation to the responsibilities of the General Manager is contained in the Taskforce Terms of Reference.

Coordination Unit

A Coordination Unit coordinates the delivery of the Taskforce's three priorities with strategic direction and cultural guidance from the Taskforce, the operational direction of the General Manager and the legal and financial oversight of the Host Organisation. The Coordination Unit is employed by the Host Organisation for the term of the Taskforce or until the Sea Country Alliance is established.

More detail in relation to the responsibilities of the Coordination Unit is contained in the Taskforce Terms of Reference.

Key Partners

The Taskforce is being co-funded by Commonwealth Department of Climate Change, Environment, Energy and Water (DCCEEW) and the Queensland Government Department of Environment Science and Innovation - Office of the Great Barrier Reef and World Heritage (OGBRWH).

The three lead Reef 2050 government partners (DCCEEW, OGBRWH and the Great Barrier Reef Marine Park Authority (GBRMPA) will work in accordance with the [Agreement to Partner](#)¹⁸ to support reforms needed to elevate the voice and contributions of Traditional Owners and drive the system-level changes needed for building genuine partnerships and to support realising Traditional Owner aspirations for co-governance and co-management.

The Great Barrier Reef Foundation (GBRF) is identified as a key partner as it is developing options for business and governance models to support a sustainable funding stream (Futures Fund) for Traditional Owner Reef Protection activities. It is also leading development of Reef Traditional Owner co-design frameworks as part of the Reef Trust Partnership.

There are a number of partnership forums that the Taskforce will engage with. The Taskforce Members will identify key partners and, where appropriate, delegate the day to day relationship management to the General Manager. The key partnership forums in the context of Taskforce Governance are:

Reef 2050 TO Implementation Plan Agreement to Partner Roundtable

This forum is made up of representatives from the entities noted in Figure 1. It is responsible for reviewing performance against the Agreement to Partner and maintain respectful channels of communication.

Executive Steering Committee

This forum is made up of representatives from the entities noted in Figure 1. It is responsible for overseeing the operational implementation of the Reef 2050 Long-Term Sustainability Plan.

TO Taskforce government agency liaisons

In addition there will need to be operational alignment with government agencies with responsibilities in relation to the Reef TO Plan and Reef 2050 Plan. The government agency liaisons support this function.

¹⁸ Agreement between the Commonwealth Minister for the Environment and Water, the Honourable Tanya Plibersek MP The Queensland Minister for the Environment and Great Barrier Reef, Minister for Science and Minister for Multicultural Affairs, the Honourable Leanne Linard MP AND Reef 2050 Traditional Owner Steering Group members, undated – signed in 2023.

Traditional Owner Steering Group

It is anticipated that Traditional Owner Steering Group members may be co-opted as external consultants to the Taskforce in accordance with the Taskforce Terms of Reference¹⁹ to support the on-boarding of the Taskforce and to transfer knowledge.²⁰

Host Organisation

The purpose of the Host Organisation is to provide a culturally safe environment to grow the capability and enable the Taskforce to establish a standalone independent Traditional Owner led organisation to oversee delivery of the Reef TO Plan. The Host Organisation provides the benefit of their expertise and corporate governance processes to support the Taskforce to achieve the purpose and key priorities of the Taskforce.

The primary role of the independent Host Organisation is to:

1. Enter into the Grant Agreement as the Grant Recipient, enabling Taskforce Members and the Taskforce Coordination Unit to achieve the purpose and key priorities of the Taskforce;
2. Hold legal and financial responsibility to meet the specified terms of the Grant Agreement;
3. Provide services to the Taskforce, in accordance the Host Corporate Services Plan; and
4. Where agreed, provide professional services to assist in delivery of the Taskforce purpose and key priorities, in accordance with an agreed fee schedule.

9. Host Organisation

The Host Organisation is in an enabling role to support the transitional phase of the Taskforce, providing the infrastructure for government funding to be utilised by the Taskforce to work towards the development of a Sea Country Alliance. The Host Organisation and Taskforce will work together in good faith, simultaneously respecting the self-determination and independence of the Taskforce, and the need for the Host Organisation to have legal and financial responsibility for the Taskforce's activities, to satisfy its own compliance obligations.

In addition to the broad governance role described in **Section 8**, the Host Organisation has responsibilities for:

- Providing legal and financial oversight of the Taskforce's operational activities and approving performance reporting across all Taskforce functions to satisfy grant agreement requirements, including:
 - approving the Taskforce's annual work plan and budget, in accordance with the Host Organisations legal and financial responsibilities under the Grant Agreement,
 - ensuring risks identified by the Taskforce on activities and operations are appropriately managed through the implementation of a risk management framework, and
 - approving the allocation of resources in line with the Taskforce's budget.
- Acting in accordance with the Taskforce's:
 - Governance Charter, Terms of Reference.
 - Guiding Principles, including best practice protocols for engagement,
 - Code of Conduct, including declaring and managing conflicts of interest, and

¹⁹ **Section 2** of the Taskforce Terms of Reference provides "Other expertise may be co-opted from outside the Taskforce Members to address a specific topic, including by engaging external consultants".

²⁰ This could include supporting the Taskforce in developing the first annual workplan and budget.

- Any further documents as developed by the Taskforce and agreed by the Host Organisation.
- As requested by Taskforce Co-Chairs, attending Taskforce meetings as an observer to provide advice on items relating to legal and financial matters.
- As requested by Taskforce Co-Chairs participating in key strategic meetings, workshops and forums on matters directly relevant to the functions of the Host Organisation.
- Endorsing the approach to, participating in and approving outcomes of:
 - Performance Reviews of the General Manager,
 - Performance Reviews of the Taskforce Coordination Unit employees including the Secretariat,
 - the Annual Review of operations and effectiveness of the Taskforce in carrying out its purpose and key priorities,
 - Annual Reviews of individual Taskforce Members in the delivery of their contracted services.
- Ensuring All Parties act in accordance with legal agreements, Host Organisation policies and procedures²¹ and this Taskforce Governance Charter.
- Creating a culturally inclusive, positive and productive working environment.
- Maintaining a safe and fair workplace.

10. Operations

The Taskforce's operational budget is approximately \$5.9M for the first three years. These funds cover the establishment and ongoing administrative costs associated with the governance and operations of the Taskforce and provision of agreed services in accordance with the Host Organisation Corporate Services Plan.

Additional funds of \$14M over three years is allocated to delivery of the Reef TO Plan, against the Taskforce's three key priorities, as agreed through approved Annual Work Plans and Annual Budgets.

Funds have also been committed by Key Partners to the Futures Fund²² upon its establishment. This includes \$10 million from the Great Barrier Reef Foundation Reef Trust Partnership, and \$10 million from the Commonwealth Government through the Department of Climate Change, Energy, Environment and Water. A further \$10 million is being sought from the Queensland Government through the Department of Environment, Science and Innovation. The Great Barrier Reef Traditional Owner Futures Fund will operate as a single fund and will require consolidation of all committed funds from identified partners by 2025-26.

10.1 Operational structure of the Taskforce

The operational structure and reporting arrangements of the Taskforce is shown in Figure 2.

²¹ Relevant Host Organisation policies and procedures will be developed over time. Taskforce specific policies and procedures will be reviewed by the Coordination Unit and the Host Organisation periodically to ensure alignment with delivery of the functions of the Taskforce.

²² Refer [Reef 2050 Traditional Owner Implementation Plan](#) - Investment Action I-4, page 54.

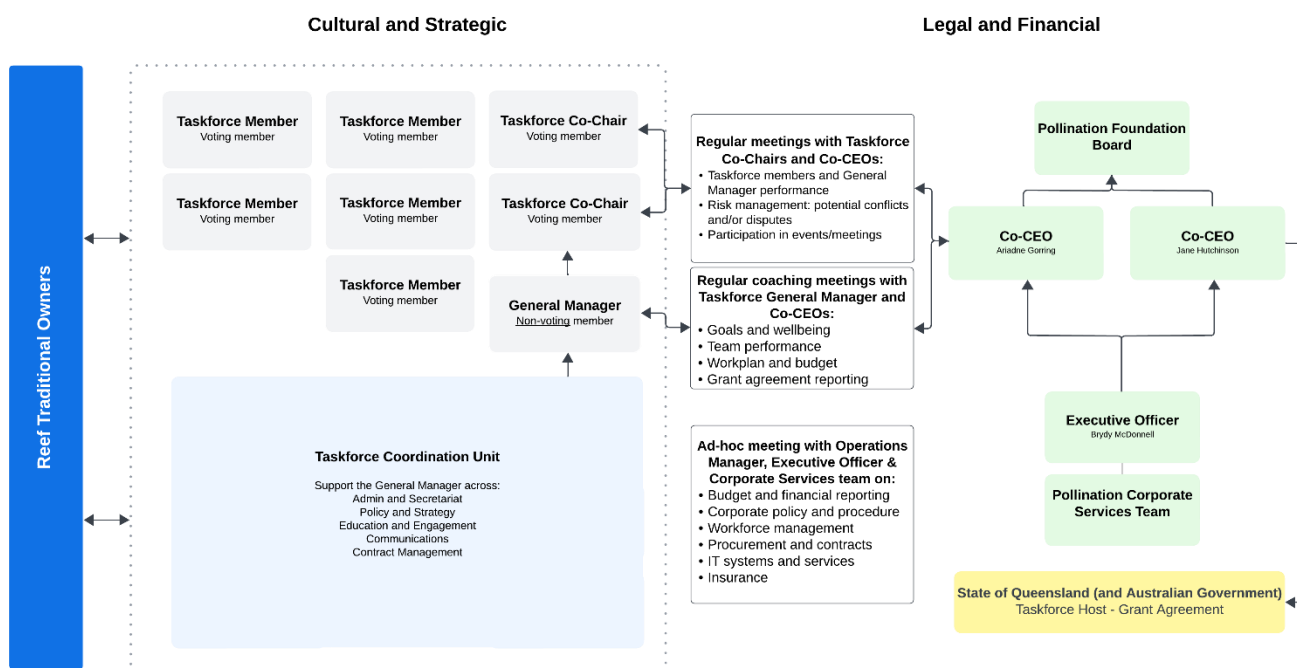


Figure 2: Taskforce Operational Structure and Reporting Arrangements

10.2 Financial Delegations

Taskforce expenditure will be consistent with an annual budget approved by the Taskforce and Host organisation. The annual budget approval process is:

- The General Manager develops the annual budget in consultation with Coordination Unit.
- Taskforce Members endorse the operational budget.
- The Taskforce Member endorsed budget is provided to the Host Organisation for approval.
- Any variations to the annual budget will be endorsed by the Taskforce Members in accordance with the Host Organisation financial delegations policy.
- The General Manager is responsible for management of the Taskforce annual budget in accordance with the Host Organisation's policies and procedures.
- At least quarterly, budget expenditure is recorded to a sub-program level and reported to the Taskforce Members for review and endorsement at Taskforce Member meetings.

10.3 Contracting and purchase of assets

The Host Organisation is responsible for entering into contracts on behalf of the Taskforce.

Procurement for goods and services including purchase of assets will be in accordance with the Taskforce's approved annual budget, the Host Corporate Services Agreement and Host Organisation's policies and procedures.

Any purchase of assets not referred to in the Host Corporate Services Plan must first be approved by the Host Organisation to ensure the Host Organisation is not in breach of its obligations under the Grant Agreement.

10.4 Reporting

The Host Organisation is responsible for reporting in accordance with the Grant Agreement.

Accordingly, the Taskforce will follow the reporting process outlined the Grant Agreement in relation to relevant plans, budgets, reports and documents to ensure the Host Organisation is not in breach of its obligations under the Grant Agreement.

The final plans, budgets, reports and documents referred to in the Grant Agreement will be made publicly available on the ReefTO website. The Taskforce will advise on any information that should not be made publicly available. The Host Organisation and governments will respect cultural protocols prior to publication.

10.5 Conflicts of interest

The Taskforce may have conflicts of interest (actual or perceived) during the course of their duties. The Taskforce will adhere to relevant Conflict of Interest policy and procedure for management as outlined in the Taskforce Terms of Reference.

11. Intellectual Property

Intellectual property rights in any materials produced through the work and functions of the Taskforce (**Taskforce IP Materials**) vest with the individual members of the Traditional Owner Taskforce as tenants in common²³. Subject to **Section 13**, members hold these rights in equal shares. Each member acknowledges and agrees that the Taskforce IP Materials will be held by the Sea Country Alliance (or similar) when established and agrees to take all reasonable steps upon the creation of the Sea Country Alliance (or similar) to transfer any shares held in Taskforce IP Materials to the Sea Country Alliance (or similar).

Should any individual Taskforce Member resign or be terminated as a Taskforce Member, it is the responsibility of that Taskforce Member to take reasonable steps to transfer any shares held in Taskforce IP Materials to the remaining Taskforce Members.

If the Taskforce is dissolved, and no Sea Country Alliance has been formed, all intellectual property rights in materials held by the Taskforce will remain with Taskforce Members as tenants in common in equal shares, subject to **Section 13**²⁴.

The Taskforce will develop an intellectual property register to keep record of all intellectual property developed by the Taskforce; copyright ownership; and licence agreements.

12. Indigenous Cultural and Intellectual Property

Indigenous Cultural and Intellectual Property (ICIP) includes all objects, sites and knowledge, the nature or use of which is transferred intergenerationally and regarded as pertaining to a particular Aboriginal and/or Torres Strait Islander group or its territory.

Indigenous Cultural and Intellectual Property includes, but is not limited to, all aspects of the following:

- Knowledge – including knowledge of land and sea Country; stories of Country; sciences, human and genetic resources, seeds, medicines, plant and animal knowledge, language, and ritual knowledge.

²³ **Tenancy in common** is where two or more people co-own the same property (including intellectual property) with defined shares – in this case, equally. There is no right of survivorship. In this scenario, this means that should a member leave the Taskforce, the remaining Taskforce Members continue to hold the relevant intellectual property in equal shares. Tenancy in common is more appropriate here, as the intent is for the relevant intellectual property to be transferred to the eventual Alliance.

This is compared to a **joint tenancy** which means property (including intellectual property) is held by two or more people jointly and equally. In a joint tenancy, the right of survivorship means that if one of the joint tenants dies, the property automatically passes to the surviving joint tenant/s. This is less appropriate here as the intent is for the relevant intellectual property to be transferred to the eventual Alliance, and not for the remaining Taskforce Members to hold more than their proportional share.

²⁴ As above, the Taskforce Members hold the relevant intellectual property equally.

- Items of moveable cultural property and artefacts – including arts, crafts, weapons and tools.
- Human remains and tissues.
- Immoveable cultural property – including sacred and culturally and historically significant sites and burial grounds.
- Literary, visual, and performing arts – art, stories, designs, symbols, ceremonies, dance and song.
- Documentation of Aboriginal and/or Torres Strait Islander Peoples’ heritage – films, archives, photographs, video and audio tapes, and all forms of media.
- Any representations of Aboriginal and/or Torres Strait Islander culture and heritage.

ICIP includes all items of Aboriginal and/or Torres Strait Islander culture and heritage created in the past, present or future.

Aboriginal and/or Torres Strait Islander Peoples hold rights to maintain, control, protect and develop their cultural heritage, traditional knowledge, and cultural expressions as stated in Article 31 of the *United Nations Declaration on the Rights of Indigenous Peoples*.²⁵

Ownership of any ICIP encountered or used in connection to the Taskforce’s functions will remain with the Traditional Owners, whether they be individuals or groups. The Taskforce will identify where it may be appropriate to enter into legally binding agreements with the relevant Traditional Owners to assert this right, and strongly recommend that the Host Organisation facilitates those agreements.

The Taskforce will consult relevant Traditional Owners to obtain clear permissions for any uses of ICIP. This may include a non-exclusive licence. The Taskforce will not use any ICIP in any way without the Free Prior and Informed Consent (FPIC) of the Traditional Owners of that ICIP. It is the ultimate responsibility for the General Manager to formalise consents, but in practice this task may be delegated to the Coordination Unit.

The Taskforce will only use ICIP for the specific purposes agreed to by Traditional Owners. If the Taskforce wishes to use ICIP for new or different purposes, they must reconsult Traditional Owners to obtain fresh permissions.

When engaging with ICIP, the Taskforce, and all parties who engage with the Taskforce and its functions, are to adhere to this Taskforce Governance Charter.

The Taskforce is to develop a Protocol that protects and safeguards IP, ICIP and Data in practice. This includes an ICIP register to be completed and maintained.

13. Indigenous Data Sovereignty

Indigenous Data Sovereignty refers to the rights of Indigenous Peoples to govern the collection, ownership and application of data about their cultures, communities, peoples, lands, and resources.

All parties bound by this Taskforce Governance Charter acknowledge and agree that Aboriginal and/or Torres Strait Islander Peoples have the right to control, maintain, protect and develop data or information collected about them or their ICIP in accordance with Article 31 of the *United Nations Declaration on the Rights of Indigenous Peoples*.

²⁵ *United Nations Declaration on the Rights of Indigenous Peoples*, GA Res 61/295, UN Doc A/RES/61/295 (2 October 2007, adopted 13 September 2007).

Any Data collected is subject to principles of Indigenous Data Sovereignty and governance, in accordance with the 2018 [Indigenous Data Summit Key Principles Communique](#), which asserts that in Australia, Indigenous Peoples have the right to:

- Exercise control of the Data ecosystem, including creation, development and stewardship, analysis, dissemination and infrastructure;
- Data that is contextual and disaggregated (available and accessible at individual, community and Indigenous levels);
- Data that is relevant and empowers sustainable self-determination and effective self-governance;
- Data structures that are accountable to Indigenous Peoples; and
- Data that is protective and respects Indigenous Peoples individual and collective rights and interests.

The Taskforce will work with the Host Organisation to ensure Indigenous Data Sovereignty and Indigenous Data Governance is implemented in the operations of the Taskforce.

14. Confidentiality and privacy

All Parties must comply with confidentiality and privacy requirements as well as ICIP, Indigenous Data Sovereignty (**IDSov**) and Indigenous Data Governance (**IDGov**) obligations as set out in this Governance Charter. The Host Organisation commits to listen to the guidance of the Taskforce regarding any protocols and processes to be observed regarding ICIP, IDSov and IDGov.

Any matters discussed or recorded in the context of the Taskforce, including any meetings, must not be disclosed to any third party unless the Taskforce agrees to disclose information externally.

Information may be shared by All Parties between themselves for the purposes of carrying out the business of the Taskforce.

It is the responsibility of All Parties to ensure that when verbal or written information is provided externally, that the information does not include confidential information, to the extent possible.

Confidential information includes but is not limited to any sensitive information, including commercial information, culturally sensitive information, sacred or secret information and may include ICIP.

Where any information is being shared between Taskforce Members, the Host Organisation or the Coordination Unit and any external parties, Taskforce Members, the Host Organisation or the Coordination Unit employees must note where that information *is* or *may be* confidential information.

In the sharing of information, Taskforce Members, the Host Organisation or the Coordination Unit employees may request that there are restrictions around that information. Some examples of restrictions may include requesting that the external party:

- store the information in a particular way: for example, by specifying that only specific genders may access the information,
- not distribute the information widely: for example, by specifying the small circle of people who may view the information,
- note the nature of the secret and sacred information: for example, the degree of secrecy to ensure the proportionate weight of its disclosure is understood, and

- view, consider and understand the information in particular way: for example, only within the context of a particular project, and not further.

It is the responsibility of the All Parties to treat with respect and due diligence the trust placed in them to ensure that, to the extent within their responsibility, confidential information is not inappropriately released.

Taskforce Members understand that they are contractors of the Host Organisation, and acknowledge that as Taskforce Members they may be obliged to provide information held in relation to Taskforce operations to further parties and forums, including but not limited to: Pollination Global Holdings Limited or by law.

Taskforce Members further understand that as contractors of the Host Organisation, they acknowledge as Taskforce Members that they may be obliged to make available for inspection and copy by the Queensland Government information held in relation to Taskforce operations in accordance with the Grant Agreement.

The Host Organisation commits to, within its reasonable ability, protect the disclosure of confidential information, ICIP and Indigenous Data, consistent with the wishes of the Taskforce.

Personal information will not be disclosed other than in accordance with federal and state laws and in accordance with ICIP, IDSov and IDGov obligations.

To protect information held relating to Taskforce operations, Taskforce Members, Coordination Unit employees and the Host Organisation will attach written notices to records to protect confidentiality as far as possible. Ultimate responsibility for recording such notices rests with the General Manager. This may include but is not limited to protections under privacy law, legal professional privilege, cultural customs around Indigenous Cultural and Intellectual Property and in general. Such resources can be found in the Taskforce's policy documents, as well as through seeking the advice of the Taskforce, whom may seek further guidance from cultural authorities.

15. Dealing with Disputes

The Taskforce is responsible for developing policies on how disputes are to be dealt with within the Taskforce. These policies must not be inconsistent with the policies of the Host Organisation.

Disputes may arise in different ways. For example:

- Externally, disputes may arise between Taskforce Members and the general public.
- Internally, disputes may arise between:
 - Individual Taskforce Members,
 - Taskforce Members and the Host Organisation,
 - Taskforce Members and Coordination Unit employees, the General Manager or the Secretariat
 - The Host Organisation and funding partners.

All Parties must endeavour to resolve disputes internally, with care and respect, and in a culturally appropriate way.

Internal disputes

Members are to rely on the Chair(s) to assist in resolving disputes.

If a dispute arises between Taskforce Members (including a breach or an alleged breach of this Taskforce Governance Charter) which is not or cannot be resolved at an operational level, the relevant members must meet within 7 days, and endeavour in good faith to agree upon a resolution. If the members cannot resolve the dispute within 21 days, the Co-Chairs shall provide a recommendation to those Taskforce Members for how to resolve the dispute. If the dispute is still not resolved within 7 days, the co-Chairs shall brief the Host Organisation. The Co-Chairs and the Host Organisation shall agree on a way forward.

If a dispute arises between a Taskforce Member or Taskforce Members and the Host Organisation, the dispute resolution procedure outlined in the independent contractor agreement shall be followed.

If a dispute arises between the General Manager, the Coordination Unit and / or the Secretariat and the Host Organisation, the dispute resolution procedure outlined in the relevant employment agreement or agreements shall be followed.

If a dispute arises between the General Manager, the Coordination Unit and / or the Secretariat, the dispute resolution procedure outlined in the relevant employment agreement or agreements shall be followed.

If a dispute arises between the Host Organisation and a Taskforce funding partner (DCCEEW or OGBRWH) the dispute resolution procedure outlined in the relevant grant agreement shall be followed.

An external mediator and / or cultural advisor or cultural advisors may be engaged to assist in resolving disputes. The Law Society of Queensland may be able to assist in appointing an external mediator.

External disputes

The Host Organisation together with the Taskforce will make avenues available for the general public to provide complaints, compliments and feedback relating to the operations of the Taskforce.

The Host Organisation and Taskforce Members may consider bringing in an external mediator and / or cultural advisor or cultural advisors to assist in resolving disputes. The Law Society of Queensland may be able to assist in appointing an external mediator.

The Host Organisation will take advice and guidance from the Co-Chairs before the Host Organisation takes any action when dealing with external disputes.

16. Inductions

The first meeting of the Taskforce will be facilitated by the Host Organisation, held face-to-face and dedicated to a handover from the Traditional Owner Steering Group to the Taskforce members may include:

- member introductions and disclosures of interests including any actual, potential or perceived conflicts of interest,
- handover presentation by Traditional Owner Steering Group members on the Reef TO Plan and Reef 2050 Aspirations Report to ensure all members have a good understanding of the foundational work that the Taskforce is building on,
- presentations on the Reef 2050 Plan and Great Barrier Reef governance arrangements, including the role of the Reef 2050 Executive Steering Committee, to ensure the Taskforce has an understanding of the Reef 2050 operating environment,

- a presentation on governance and the operations of the Taskforce including an introduction to the Taskforce Governance Charter, Taskforce Terms of Reference and Host Corporate Services Plan.
- identifying and agreeing to meeting dates for the first 18 months of the Taskforce's operation for inclusion in the Taskforce Calendar.

Future Taskforce meetings could include presentations on topics such as:

- information on relevant legislation and applicable international, national and state instruments and best practice protocols for engagement,
- presentations on all projects, programs across all agencies working with Traditional Owner in the Reef space (e.g. AIMS, GBRF, GBRMPA, OGBRWH, DCCEEW, CSIRO, research institutes etc) for a good understanding of the width and breath of the capacity for Traditional Owners.

Any new members appointed during the Term will be required to undertake an induction prior to their first meeting. This will be coordinated by the Secretariat with briefings provided by the Co-Chairs, the General Manager and Host Organisation.

Taskforce Members should participate in governance training covering matters relevant to their role and as outlined in the Taskforce Governance Charter which could include but not be limited to:

- international instruments listed in Guiding Best Practice Principles;
- best practice protocols for engagement with Aboriginal and/or Torres Strait Islander Peoples, including the AIATSIS Code of Ethics for Aboriginal and Torres Strait Islander Research,
- standards of conduct and ethics set out in the Code of Conduct,
- managing conflicts of interest, managing risks and compliance, confidentiality and privacy, and
- Intellectual Property rights, Indigenous Cultural and Intellectual Property and Indigenous Data Sovereignty.

17. Remuneration

The Co-Chairs and Taskforce Members will be paid sitting fees for Taskforce Member meetings in accordance with the approved annual budget allocation.

The Co-Chairs and Taskforce Members will have pre-approved sitting fees for attendance at Taskforce-related meetings, workshops, forums and training in accordance with the approved annual budget allocation.

The General Manager and Coordination Unit staff will be paid commensurate with the position's level and responsibilities and in accordance with the approved annual budget allocation.

Attachment A: Traditional Owner champions and dedicated resources across Reef 2050 lead agencies

The appointment of dedicated officers and champions within the three Reef 2050 government partner agencies (DCCEEW, GBRMPA and OGBRWH) at executive and program levels is vital to elevating the voice and contributions of Traditional Owner actions and driving system-level changes.

Working with the Traditional Owner Taskforce, their role will be to:

- advance the true representation of Traditional Owners, including Elders, Women and Youth, in the governance and all aspects of Reef management,
- improve policy coordination between Reef 2050 government agencies to support Traditional Owner aspirations,
- work with Traditional Owners and Reef 2050 partners to establish a shared understanding of the differences between co-governance and co-management and to identify barriers and pathways to progress both,
- drive a move away from transactional relationships towards strong and respectful relationships and genuine partnerships based on mutual benefits, shared responsibilities and accountabilities,
- implement culturally-appropriate and ethical best practice engagement standards, model mindsets, behaviours and practices required to reframe relationships with Traditional Owners, and build their organisation's cultural capacity,
- strengthen the capacity of existing legislative and non-legislative tools to deliver on the aspirations of the Traditional Owners as well as meeting the needs of other Reef users,
- create the conditions for two-way knowledge transfer and advance the integration of Indigenous-led monitoring and outcome reporting within Reef 2050 and broader reporting frameworks,
- collaborate with government agencies and organisations responsible for education, employment, health, justice and Indigenous affairs to coordinate, design and deliver more holistic programs and outcomes for Country and People,
- address funding gaps and seek out new investment opportunities to ensure ongoing resourcing needs are met, and
- improve coordination and alignment of funding cycles and grant rounds to achieve greater certainty and continuity of resources across programs.

Attachment B: Facilitating effective and productive working relationships across all levels of Reef 2050 governance and with Indigenous-led, other government and non-government organisations

The Reef TO Plan forms part of the overarching Reef 2050 Plan. The roles and responsibilities of Taskforce Members, the Taskforce Coordination Unit reflect the need for effective communication and relationship building across all levels of Reef 2050 governance and with Indigenous-led, other government and non-government organisations.

The purpose of this alignment is to promote effective communication and to facilitate the building of productive working relationships across all levels of Reef 2050 governance. For example:

- The [Reef 2050 Plan](#) is a schedule to the Great Barrier Reef Intergovernmental Agreement between the Australian and Queensland governments. Its implementation is overseen by Australian and Queensland government ministers responsible for Reef matters.
 - The Taskforce Co-Chairs' role includes maintaining productive working relationships with Australian and Queensland government ministers responsible for the implementation of the Reef 2050 Plan and providing updates on the Taskforce's activities. Their role also includes participating in key strategic discussions with Indigenous-led, other government and non-government organisations.
- Australian and Queensland Environment Ministers on behalf of the Reef 2050 agencies (DCCEEW, GBRMPA, and DESI – OGBRWH) entered into a principles-based Agreement to Partner. A quarterly Roundtable with senior executives from the three Reef 2050 agencies occurs to discuss and review the active implementation of the Agreement to Partner.
 - The Taskforce Co-Chairs and General Manager's roles includes establishing and maintaining close working relationships and provide two-way sharing with Roundtable members responsible for the implementation of the Agreement to Partner.
- Senior executive oversight of the day-to-day management of the Reef 2050 Plan occurs through the Reef 2050 Executive Steering Committee, which includes executive members from each of the three Reef 2050 agencies (DCCEEW, GBRMPA and OGBRWH).
 - The Taskforce General Manager's role includes establishing and maintaining close working relationships with Reef 2050 Executive Steering Group members and providing updates following Taskforce meetings. Their role also includes building effective working relationships with Indigenous-led, other government and non-government organisations.
- Day-to-day management of the Reef 2050 Plan is coordinated by a joint team of officials from each of the three Reef 2050 agencies (DCCEEW, GBRMPA and OGBRWH).
 - The Coordination Unit's role includes working closely with the Reef 2050 joint team of officers responsible for the day-to-day implementation of the Reef 2050 Plan, in addition to working with Indigenous-led, other government and non-government organisations.