

From: s22
To: s22
Cc: [Callister, Deb \(Protected\)](#); [Oxley, Stephen \(Protected\)](#); [Knudson, Dean \(Protected\)](#); s22
Subject: Reef - ERC brief [SEC=PROTECTED, DLM=Sensitive:Cabinet]
Date: Tuesday, 27 March 2018 3:32:11 PM
Attachments: [Meeting brief 28032018 FINAL.docx](#)
Importance: High

Hi s22 and s22

I apologise for the delay. Please find attached ERC brief, cleared by the Secretary. Brief will also follow in PDMS.

Happy to discuss

s22

6274s22

From: [Oxley, Stephen \(Protected\)](#)
To: [Caruso, Daniel \(Protected\)](#); s22
Cc: [Knudson, Dean \(Protected\)](#); [PRATT, Finn \(Protected\)](#); [Callister, Deb \(Protected\)](#); s22
Subject: ERC Reef comeback points [SEC=PROTECTED, DLM=Sensitive:Cabinet]
Date: Wednesday, 28 March 2018 12:40:52 PM
Attachments: [ERC Reef comeback points.docx](#)

s22 Daniel

Here is our crack at the talking points the Minister requested last night.

Let me know if you need anything else.

Stephen

From: s22
To:
Cc: [Callister, Deb \(Protected\)](#)
Subject: Talking Points for GBRF partnership [SEC=PROTECTED, DLM=Sensitive:Cabinet]
Date: Wednesday, 4 April 2018 2:16:41 PM
Attachments: [GBRF First meeting TPs.docx](#)

s22

Here are the draft talking points that could be drawn upon for the PM's discussion with GBRF.

Cheers

s22

April

WEEK 14

February 2018

M	5	12	19	26
T	6	13	20	27
W	7	14	21	28
T	1	8	15	22
F	2	9	16	23
S	3	10	17	24
S	4	11	18	25

March 2018

M	5	12	19	26
T	6	13	20	27
W	7	14	21	28
T	1	8	15	22
F	2	9	16	23
S	3	10	17	24
S	4	11	18	25

April 2018

M	30	2	9	16	23
T	31	10	17	24	
W	4	11	18	25	
T	5	12	19	26	
F	6	13	20	27	
S	7	14	21	28	
S	1	8	15	22	29

4 Wednesday 09/4/27

Children's Day (Taiwan)

7.00 am

s22 [redacted] x1590

make the
easy
wk

8.00

s22 : Islands announcement PM/ABEF

9.00

Min role in reg. TOURISM, Rep Trib brief

↳ Min hasn't signed brief yet but

10.00

TS 1kg @ IT. Min G

s22 Min F AMP release.

11.00

+ve re involvement of corp rel.

→ script for one PM. → send what

Noon

↳ talk agreements we've done.

- send list of briefs.

1.00

s22 \$14M total investment.

2.00

- Q&A, AG, Lead release



- ASX200 work + Comms stuff.
→ Note to Finn on status.

Comms

s22 [redacted]

s22 [redacted]

6.00

7.00

8.00 pm

PDR: MS18-000171

Copy to:

To: Minister for the Environment and Energy (For Decision)

Mr Knudson
Mr Oxley

Cc: Assistant Minister for the Environment

Chief of Staff
s22

REEF TRUST PHASE VI INVESTMENT



Timing: 6 April 2018 – to enable funding to be provided to the Queensland Government for the Innovation Challenge in time to proceed with funding successful applicants.

Recommendations:

1. That you approve funding of up to \$5 million GST exclusive (up to \$5.5 million GST incl), in accordance with section 71 of *Public Governance, Performance and Accountability Act 2013* (PGPA Act), to the Great Barrier Reef Foundation for a co-investment project from 2018-19 to 2022-23 to rehabilitate and conserve Reef islands, as an ad-hoc grant from the Reef Trust Special Account.

Approved / Not approved

s22

Signatory:

Date:

Comments:

4/4/18

Clearing Officer: Sent 22/03/2018	Deb Callister	Assistant Secretary, Reef Branch	Ph: 02 6275 9424 Mob: s22
Contact Officer:	s22	Director, Reef Trust Section	Ph: 02 6159 s22 Mob s22

Key Points:

s22

Island rehabilitation proposal

9. This proposal is a co-investment partnership with the Great Barrier Reef Foundation (GBRF). GBRF will match the Reef Trust contribution of up to \$5 million (GST exclusive) over five years, with funds raised from philanthropic and private donors. The proposal forms part of GBRF's broader Reef Island Refuge Initiative, for which GBRF is also partnering with the Queensland Government.
10. The proposal will deliver on-ground restoration and conservation works for terrestrial or marine island ecosystems, commencing in 2018-19. A prioritisation process involving a range of stakeholders will identify islands of highest ecological value/greatest need to target.
11. This proposal has been defined as an ad-hoc grant in accordance with paragraph 13.11 of the CGRGs.

In accordance with Australian Government policy, the grant will be delivered by the Business Grants Hub (the Hub) in the Department of Industry, Innovation and Science. Funding of approximately \$63,000 (GST excl) over the five years of the project is required to be paid to the Hub from the Reef Trust to support the delivery of the grant.

12. This Department has assessed the proposal on its merits as a non-competitive grant in accordance with grant guidelines developed by the Hub, and recommends the proposal as value for money. GBRF's proposal, the grant guidelines and the Department's assessment are at **Attachment C**. This recommendation is consistent with paragraphs 11.5 and 13.13 of the CGRGs (refer **Attachment B**). Justification for the use of a non-competitive grant process is at **Attachment D**.

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Sensitivities and risks

23. Sensitivities and risks of the proposed investments are low. The GBRF s22 s22 are experienced delivery partners, with a successful track record for implementation of Reef projects. GBRF is also an experienced fundraiser of private and philanthropic donations.
24. The s22 island rehabilitation proposals will engage volunteers in on-ground activities, requiring robust management of workplace health and safety risks. These arrangements will be specified in contractual arrangements that the Department enters into with the service provider/project partner.

Consultation: YES

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ATTACHMENTS

A: Reef Trust Investment Strategy Phase VI

s22

C: GBRF proposal, grant guidelines and assessment against the guidelines

s22

Reef Trust Investment Strategy Phase VI

April 2018

[TEXT ONLY – FOR GRAPHIC DESIGN]

FOREWORD

A large, bold, black stylized logo consisting of the letter 's' followed by the number '22', set against a light grey rectangular background.

The sixth phase includes:

A large, bold, black stylized logo consisting of the letter 's' followed by the number '22', set against a light grey rectangular background.

- Up to \$5 million from the Australian Government, matched with up to \$5 million raised by the Great Barrier Reef Foundation, to restore and conserve priority island ecosystems along the Great Barrier Reef.

A large, bold, black stylized logo consisting of the letter 's' followed by the number '22', set against a light grey rectangular background.

The Hon Josh Frydenberg MP

Australian Government
Minister for the Environment and Energy

The Hon Melissa Price MP

Australian Government
Assistant Minister for the Environment

S22

Reef Islands – Restoring and protecting island ecosystems

The Reef Trust will provide up to \$5 million over five years for on-ground restoration and conservation of island ecosystems in the Great Barrier Reef. The Reef Trust contribution will be matched with \$5 million from the Great Barrier Reef Foundation, raised from private donations.

Reef islands and their adjoining reefs provide vital habitat and a refuge for many terrestrial and marine species, including seabirds, turtles, mangroves and corals. This Reef Trust investment will build on existing activities to identify, enhance and restore critical island habitats – boosting their resilience and protecting their biodiversity into the future.

This Reef Trust investment forms part of a broader package of island restoration activities. This work will be led by the Great Barrier Reef Foundation, in collaboration with the Queensland Government, Traditional Owners, the Great Barrier Reef Marine Park

Authority, private donors, tourism operators, research organisations and on-ground delivery partners and communities. As part of this broader program, the Queensland Government has contributed an additional \$3 million which will be matched by the Great Barrier Reef Foundation.

The package of investment will build on the success of existing initiatives led by the Great Barrier Reef Foundation, such as the Raine Island Recovery Project, which is restoring the world's largest green turtle nesting site, and improving habitat for seabirds and other critical Reef species.

The investments will deliver a coordinated program of science, innovation, intervention and on-ground works to improve and protect biodiversity on islands in the Great Barrier Reef. The location of works will be subject to a prioritisation process in consultation with project stakeholders.

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Reef Trust – Phase VI Proposed Project

GREAT BARRIER REEF ISLAND RESTORATION

1. Executive summary

This proposal is for a \$10 million partnership between the Great Barrier Reef Foundation (GBRF) and Reef Trust for a co-investment project that will support the first five years of a ten-year Reef Island Refuge Initiative program.

The Reef Island Refuge Initiative will be delivered through a collaboration involving GBRF, the Australian and Queensland governments, research organisations, on-ground delivery partners, local tourism operators and reef communities, and traditional owner groups. With the support of these partners, GBRF will lead an innovative approach to identifying, restoring and protecting areas that are cornerstones of ecosystem, economic and social resilience.

Building on the success of the Raine Island Recovery Project, the new program of work will be focused on identifying and prioritising activities which will protect and enhance resilience and biodiversity across a network of islands. It is an ambitious program of on-ground restoration and conservation actions that will boost the resilience of these ‘must-have’ ecosystems and provide critical habitat for seabirds, turtles, corals and other marine species.

This Reef Island Refuge Initiative will extend well beyond the traditional bounds of field management, trialing new and innovative approaches and technologies for protecting and restoring island ecosystems, and delivering a coordinated, holistic and large-scale program of science, restoration, conservation, communication and stakeholder engagement.

2. Project scope and design

The scope of the Reef Island Refuge Initiative will include on-land and in-water ecosystem restoration efforts, guided by the best available scientific advice and stakeholder needs.

The initiative will pilot implementation of new interventions and innovations. It will also create opportunities to facilitate and coordinate resilience-building actions by local communities, businesses, traditional owners and government agencies, creating the landscape for existing and new partners to efficiently work together to improve the outlook for the Great Barrier Reef.

A prioritisation process involving key stakeholders and land managers will identify the islands with the highest values and where works can effectively address key threats. These may include but not be limited to: Lady Elliot Island, the Whitsunday Islands National Park, Hinchinbrook Island and Michaelmas Cay.

Regardless of which islands are ultimately selected, each island project will be unique and works will be scoped and delivered to target the specific needs and priorities of the island in question. GBRF will convene scoping workshops to identify the priority locations and actions, which may be on land or on adjoining reefs, and the timeframe and budget required to deliver these. This will be developed into a project plan that will guide project delivery.

GBRF applies an adaptive management framework to the delivery of its projects. In practical terms, this means that we develop an overarching project plan with clearly defined objectives, outcomes and measures of success. Very detailed work-plans will be developed on an annual basis, executed and reviewed, and used to inform the development of the next annual plan and so on. This approach gives us the flexibility to make continual refinements and improvements to the annual plans, and more effectively leverage emerging opportunities and new innovations.

3. Threats and pressures

Islands are impacted by a combination of both global climate change—particularly more intense extreme weather events, sea level rise, ocean acidification and rising air and sea temperatures—and local threats such as the introduction of exotic species and disease, clearing or modifying island habitat, coastal development and altered hydrological flows, island developments and marine debris. This proposal will seek to address damage from extreme weather events such as cyclones as well as local threats that can be remediated through on-ground intervention.

4. Alignment with Reef Trust and Reef 2050 Plan

Overall, this combined program of work directly relates to three of the six identified investment priorities in the Reef 2050 Investment Framework—Field Management Program actions (although this work extends well beyond business as usual field management), Traditional Owner actions and Reef Integrated Monitoring and Reporting actions.

Reef Trust Investment Principle	Reef Island Refuge Initiative alignment with principle	GBRF alignment with principle
Additionality and complementarity	This initiative builds on the success of our Raine Island Project. It has strong links to existing monitoring and modelling efforts, and complements proposed island work to be undertaken in the Capricorn Bunker area by the field management team.	The GBRF seeks to be a catalyst for solving the most complex and challenging problems by championing new ideas and identifying gaps in knowledge and tools.
Clear outcomes	Refer table below	
Cost-effectiveness	The program is managed under an “Adaptive management approach” involving ongoing review involving annual work plans to promote continual refinements and improvements,	GBRF will match every \$1 of government funding with money raised from private donors.

	and more effectively leverage emerging opportunities and new innovations.	
Collaboration and partnerships	The program will be delivered in partnership with research organisations, on-ground delivery partners, local tourism operators and reef communities, including traditional owner groups.	GBRF's business model is based on partnerships and for this project we will be partnering with a range of organisations
Evidence-based and scientifically robust	Islands will be subjected to a prioritisation process. A program of works for each island project under this program will be scoped and designed through an expert panel, involving lead scientists and key stakeholders. The program as a whole will be guided by a scientific advisory panel.	Guided by its Science Advisory Committee and expert technical advisors, the GBRF has a solid track record in delivering projects grounded in strong science.

Alignment of the project with Reef Trust outcomes and Reef 2050 actions and targets is outlined in table below:

Reef Trust Outcomes	Reef 2050 Plan actions	Reef 2050 Plan targets
Outcome 2: Improve the health and resilience of coastal habitats.	EHA3: Support Traditional Owner stewardship activities that contribute to Reef health and resilience.	EHT1: Traditional Owners have developed Indigenous Ecological Knowledge Management Systems for collecting, handling and sharing culturally sensitive information, and its integration in decision making.
	EHA7: Prioritise functional ecosystems critical to Reef health in each region for their protection, restoration and management	EHT2: The number of agreements with Traditional Owners addressing management of ecosystems within their traditional estates is increased
	EHA10: Improve connectivity and resilience through protection, restoration and management of reef priority coastal ecosystems, including islands, through innovative and cost-effective measures	ETH4: Key direct human related activities are managed to reduce cumulative impacts and achieve a net benefit for the Reef
	EHA13: Identify and prioritize key sites of high ecological value and implement recovery programs (Reef Recovery Plans)	

	EHA14: Implement ecosystem health initiatives through the Reef Trust investment strategy	
	EHA15: Improve mapping, modelling and monitoring of ecosystems important for the protection of the reef to inform planning, assessment and decision-making.	
Outcome 3: Improve and protect marine biodiversity, including the reduction of crown-of-thorns starfish and protection of listed threatened and migratory species, such as dugongs and turtles	BA10: Identify, protect and manage key marine turtle nesting areas	BT4: Populations of Australian humpback and snubfin dolphins, dugong, and loggerhead, green, hawksbill and flatback turtles are stable or increasing at Reef-wide and regionally relevant scales
	BA11: Identify, protect and manage key seabird nesting islands, and key habitats that support foreshore and pelagic foraging.	BT2: Trends in the availability and condition of habitat for species of conservation concern are improving at Reef-wide and regionally relevant scales.
	BA16: Implement conservation plans for priority species of conservation concern	BT2: Trends in the availability and condition of habitat for species of conservation concern are improving at Reef-wide and regionally relevant scales.
	BA19 Monitor and report on key seabird populations to establish trends.	BT2: Trends in the availability and condition of habitat for species of conservation concern are improving at Reef-wide and regionally relevant scales.
	BA20 Monitor and report on turtle breeding and/or nesting success of green, loggerhead, flatback and hawksbill turtles at key locations.	BT4: Populations of Australian humpback and snubfin dolphins, dugong, and loggerhead, green, hawksbill and flatback turtles are stable or increasing at Reef-wide and regionally relevant scales

This initiative also addresses the following Traditional Owner Reef 2050 Plan actions:

- EHA2: Incorporate and prioritise Traditional Owners' planning into existing and future ecosystem and policy and programs.
- BA2: Work with Traditional Owner groups to identify biocultural resources within their sea country and develop plans of management for conservation and use of those resources.

- BA3: Improve Traditional Owner engagement to strengthen participation in decision making at all levels relating to the conservation and cultural use of biodiversity.

5. Project outcomes

The below outcomes are high-level outcomes of the Initiative that will be refined during the detailed island by island project scoping process.

The expected outcomes of the project are:

Reef Trust funding	GBRF matched funding
<p>Critical island habitat protected and restored</p> <ul style="list-style-type: none"> • Improved habitat for species of high conservation value and for additional potential species (due to range shifts and loss of habitat elsewhere). • Piloted innovative restoration methods for terrestrial and reef systems. 	<p>Strengthened island monitoring/modelling efforts</p> <ul style="list-style-type: none"> • Improved island condition and trend monitoring and reporting to support a complete adaptive management approach for islands and deliver more resilient island ecosystems. This includes monitoring of key terrestrial and marine species and mapping of vegetation and geomorphology (e.g. sand budgets). • Piloted novel, cost-efficient monitoring platforms and methods such as acoustic monitoring of birds' nests to record hatchling success, under and above water automated vehicles, drones, thermal-imaging, automated image analyses via machine learning etc. • A detailed resilience map for each island area and its adjoining coral reefs, which clearly identifies priority areas—for example key source and sink reefs, or areas for vital for seabirds or marine turtles • A model of predicted impacts of climate change on island geomorphology and ecosystems, including potential range expansions of critical species—ie a good understanding of future island condition and pressures.
<p>Improved engagement of island communities, Traditional Owners and businesses in island protection and restoration activities</p> <ul style="list-style-type: none"> • Engaged communities and local businesses in program activities • Enhanced the capacity of Traditional Owner groups in monitoring and habitat restoration activities • Increased private and philanthropic engagement and investment in the Great Barrier Reef. 	

6. Indicative funding sought and justification

The Australian Government funding sought for this proposal is \$5 million. GBRF will match Australian Government investment dollar-for-dollar with funds raised from private donors. In total this proposal will deliver \$10 million in funding for island restoration over five years (from 2018-19 to 2022-23).

7. Delivery mechanism

The Reef Islands Refuge Initiative is a partnership between the GBRF and the Australian and Queensland Governments.

The project will be delivered by GBRF, who will work with the land owners/managers represented by the Joint Field Management team, research organisations, traditional owners, implementation partners including private, well-credentialed contractors such as Ecosure, local tourism operators, volunteers and the community to deliver restoration actions guided by the best available science.

GBRF will be responsible for:

- Prioritising islands and scoping, planning and implementing appropriate island on-ground actions which may include but not be limited to revegetation, re-profiling, mangrove, seagrass and coral restoration'
- obtaining the appropriate approvals (including for access to land from public or private landholder/s)
- ensuring the latest scientific evidence is considered and incorporated into delivering on-ground actions
- managing program steering and science advisory committees
- monitoring and reporting on the progress of remediation actions, outputs and outcomes throughout the Project (aligned to the Reef 2050 Integrated Monitoring and Reporting Program (RIMREP))
- overall program oversight including ensuring delivery of outcomes and impact, reporting, risk management, communication of project outcomes, investor management and fundraising.

8. Alignment and integration with past and current relevant initiatives and programs

With a strong focus on evaluation and adaptive management, the design and implementation of the project will draw upon networks and expertise acquired and lessons learned from the Raine Island project, the National Environmental Science Programme (NESP) research and other relevant research. Practical experience gained from past activities will also guide project decision making.

The project will provide a pivotal, above and beyond addition to current activities, such as the Joint Field Management program, through the implementation of best practice

ecosystem restoration activities and the introduction of novel monitoring and modelling to guide program actions and priorities.

9. Material and evidence to support project success

GBRF has a strong track record in developing, managing and delivering on-ground, multi-stakeholder projects grounded in strong science, such as the Raine Island Recovery Project and eReefs—both of which are profiled as best practice examples in the Reef 2050 Plan Investment Framework, as well as the \$12.5 million Resilient Reefs Program funded by the Commonwealth Government. We also have a strong track record in fundraising and consistently average a \$1 cash and \$1 co-contribution for every \$1 received from Government.

GBRF also has a background of successfully trialing new innovations including the RangerBot project, the recent larval reseeding trial at Heron Island, and drones for turtle monitoring at Raine Island.

There is strong evidence of the importance of islands as future climate refuges and as significant natural habitats for the conservation of biological diversity.

The Great Barrier Reef Foundation's Science Advisory Committee and technical experts will guide the development and delivery of the project.

10. Project governance

As with all GBRF major programs, the project will be overseen by the GBRF Board and the Science Advisory Committee. We will establish a Program Steering Group with representatives from funders, government including land owners/managers, science, conservation and traditional owner groups. There will be a stakeholder reference group in place at each island location.

GBRF will subcontract with implementation and delivery partners and the day to day project management associated with the delivery of these contracts will be managed by one of GBRF's Science Program Managers.

11. Innovation

The Reef Islands Refuge Initiative will use an innovative and proven co-investment funding model. The Reef Trust co-investment model matches private support on a dollar for dollar basis enabling GBRF to attract significant private funds.

A wide range of stakeholders and organisations will be engaged in the development and implementation of the Islands project, including (but not limited to): QPWS, GBRMPA, AIMS, CSIRO, James Cook University, University of Adelaide, University of Queensland, Queensland University of Technology, EcoSure, TerraFormDesign and TO groups.

The Reef Islands Refuge Initiative will support innovation through:

- refining an approach to use predictive climate, physical and ecosystem models to predict future state and trajectories and developing adaptive restoration plans to decrease the impacts of future climate scenarios
- implementing and monitoring various restoration interventions to inform consideration and decisions on cost-effectiveness to guide future investment and attract private donor interest;
- trialling innovative technologies and approaches, where cost-effective, including: acoustic monitoring of birds' nests to record hatchling success, under and above water automated vehicles, drones, thermal-imaging, automated image analyses via machine learning etc.
- applying experience gained from previous projects and programs to support the scaling-up of island restoration investment including large scale, future focused habitat restoration activities.

12. Project risks

Risks for this program are outlined below:

- Weather/seasonal events – impact on ability to deliver project outputs and outcomes. Mitigation: contingency planning for extreme weather scenarios, review of previous weather events impacting project sites, alignment of project activities with seasonal conditions and on-ground assessment/monitoring following major seasonal events.
- Delay in project delivery – inadequate time available to deliver project outputs and outcomes. Mitigation: project planning and oversight through project steering committee.
- Inadequate expert advice – impact on project quality and appropriateness of remediation actions. Mitigation – expert engagement during project design process, use of technical advisory group and existing relationships with technical partners.
- Land access and relevant approval – ability to deliver project activities. Mitigation: early engagement with landowners and relevant regulatory bodies by delivery partners.
- Fundraising shortfall by GBRF – impact on delivery of project activities. Mitigation: existing fundraising strategy, corporate relationships and networks, fundraising targets regularly monitored and management and fundraising plan established (including annual work plans).

13. Constraints/impediments

Constraints for the project are outlined below:

- Seasonal conditions – delivery of restoration actions will be dependent on seasonal conditions.
- Timing – project activities and grant funding will need to be delivered within the program period (by 2022-23).
- Expert advice – design and development of restoration actions will be dependent on best-available science, and expert and technical advice.

- Delivery partner capacity – delivery of restoration actions will be dependent on the capacity of delivery organisations.
- Fundraising – delivery of restoration actions will be reliant on sufficient funds being raised by GBRF.

14. Project monitoring and evaluation

This proposal will consider monitoring and evaluation at multiple levels to ensure the outcomes are achieved through continuous improvement.

A unique and detailed monitoring and evaluation framework will be developed during the initial phase of each individual island project.

Project performance monitoring and evaluation will monitor and evaluate the program’s overall performance in achieving its outcomes and identify risks and options for improvement.

Island restoration outcome monitoring will include (but not be limited to) measures of improved habitat and (in the long term) the capacity for restored habitats to withstand, adapt or be resilient to the impacts of climate change. This will be key to identifying the performance of restoration actions and the design of future efforts. Science/ technical partnerships will be required to support this exercise.

Reef Trust program reporting and evaluation informed through project performance monitoring and evaluation will provide an overview of the Trust’s performance and inform a number of departmental reporting commitments including Reef 2050 Plan reporting and the Outlook Report.

Reef 2050 Integrated Monitoring and Reporting Program data sharing arrangements will be made with the RIMREP managers where required.

Monitoring and evaluation from this project will also be used to inform modelling on cost-effectiveness of island restoration interventions to provide predictive capability to inform future investment and promote restoration benefits to attract private donors

15. Project location and coverage

Island sites which form part of the Reef Islands Refuge Initiative will be selected based on their conservation and biodiversity values, the level of threat facing them, their suitability as climate refuges (their resilience in the face of climate change, proximity to features such as cool upwellings) as well as practical considerations such as ownership, access and cost.



An example island for consideration is the Whitsunday Islands National Park.

Background: In March 2017, the Whitsunday region was hit by category 4 Cyclone Debbie. Preliminary assessments indicate severe damage to the ecosystems of the region, both terrestrial and marine. The region is heavily dependent on

tourism—it is the most visited location on the entire Great Barrier Reef—so actions to restore and accelerate the recovery of island, beach and marine ecosystems systems are urgent. Some areas, for example the iconic Whitehaven beach, have been restored, and a permit has been issued to tour operators to clear some of the rubble and turn over living coral, which were dislodged by the wave impacts caused by the Cyclone.

Nature Conservation Values Rating: Very significant

Most well-known for Whitehaven Beach and Hill Inlet with their unique brilliant white silica sands, the 17,000 Ha Whitsunday’s National Park consists of cluster of islands, the most significant in size being Whitsunday and Hook Islands. The area’s landscapes and seascapes support a variety of important nesting and feeding habitats for species of conservation significance such as turtles and dugong, and migratory routes and calving grounds for marine mammals. Isolated and relatively undisturbed islands are important to a number of threatened coastal bird species. Fringing coral reefs are also found around most of the islands and provide easily accessible and sheltered viewing opportunities for a large commercial tourism fleet, although most of these were destroyed or severely damaged by Cyclone Debbie. There are a number of intertidal wetlands and fringing mangrove communities on and around islands that provide habitat and nurseries for fish and crustaceans, buffer estuaries from sediments and coastlines from storms, natural nutrient filters and critical habitat for many birds and wildlife.

Potential focus of works: Should activities at this location be determined to be a priority, they would focus on accelerating the natural recovery of coral reefs and using science based approaches to support active reef restoration efforts in partnership with local communities and tourism operators. Land-based activities may include accelerating the recovery of island vegetation lost or damaged in the recent cyclone. Due to the significance of the location to tourism, resilience mapping undertaken would be strongly focused on social and economic systems.

16. Duration of the proposed project

The proposed program duration is five years from 2018-19 to 2022-23. Australian Government and GBRF investment is intended to be delivered across the full five years.

17. Organisations and stakeholders

Stakeholder/Organisation	Contribution	Stage of program cycle
Land managers/owners	Provide input into project designs Support and contribute to implementation Member of stakeholder reference group	All stages

Tourism / Eco tourism operators and organisations	<p>Provide input into the designs</p> <p>Member of stakeholder reference group</p> <p>Support and contribute to implementation</p> <p>Provide in-kind contributions such as site and vessel access</p>	All stages
Traditional Owner groups	<p>Provide input into project designs</p> <p>Support and contribute to implementation. Member of stakeholder reference group</p>	All stages
Scientists / Research organisations	<p>Ensure conservation and restoration activities are underpinned by best available science</p> <p>Provide scientific advice to project designs</p> <p>Implement studies where limiting data or information is identified during project design phase</p> <p>Develop project specific monitoring protocols</p> <p>Member of stakeholder reference group</p>	All stages
Government and non-Government environmental organisations (local NRM, LMAC, Conservation volunteers)	<p>Consultation regarding project plans</p> <p>Support and contribute to implementation where relevant</p> <p>Local government – member of stakeholder reference group</p>	Consultation Implementation
Citizen science groups	Support and contribute to implementation and monitoring	Implementation Monitoring
Community members (recreational users of	Provide input into project planning and implementation through	Planning Ongoing feedback

islands and surrounding waters)	stakeholder workshops: Primarily for projects that affect a wider community Community representative on stakeholder reference group.	
Funders	Provide feedback on high level program design Project steering group members	



Reef Trust - Phase VI Island Restoration Partnership

Guidelines

Commonwealth policy entity: Department of the Environment and Energy

Enquiries: If you have any questions, contact us at business.gov.au.

Type of grant opportunity: One off ad-hoc grant

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1. Grant opportunity overview and objectives

The objective of the Reef Trust is to provide cost effective, strategic investment which goes above and beyond existing programs to address key threats to the Great Barrier Reef and catchments for the long-term protection and conservation of the outstanding universal value of the Great Barrier Reef.

The expected outcomes of the grant activity are to deliver on-ground restoration and conservation projects across a network of islands to boost the resilience of ecosystems and provide critical alternative habitat for seabirds, turtles, corals and other marine species.

The grant will be undertaken in accordance with the [Commonwealth Grants Rules and Guidelines \(CGRGs\)](#)¹.

2. Grant selection process

The grant opportunity has been established as a one-off or ad hoc grant.

The \$5 million grant over five years (2018-19 to 2022-23) is subject to an acceptable application from the Great Barrier Reef Foundation.

The Department of Industry, Innovation and Science (the department) considers that this is an appropriate type of selection process as:

- there are a limited number of service providers capable of delivering the project
- the service provider has a well-established record of delivering the same or similar activities
- the service provider is co-investing in the project
- the project outcomes are best achieved by an organisation with a demonstrated history of successfully leveraging private investment to support environmental projects and in delivering on-ground biodiversity outcomes
- the project outcomes would be achieved only with the engagement and support of specific stakeholders and these stakeholders have committed to partnering with the service provider.

The project must align with the debiting purposes of the *Public Governance, Performance and Accountability Act 2013* (Reef Trust Special Account 2014) *Determination 01*, specifically clause 7 (1) (a) to make payments for projects to improve water quality and the coastal habitat in the Great Barrier Reef World Heritage Area and/or clause 7 (1) (b) to make payments for projects to address threats to the environment of the Great Barrier Reef World Heritage Area.

3. Eligibility

To be eligible to receive a grant the potential grant recipient must:

- be a legal entity, able to enter into a legally binding agreement
- have an Australian Business Number
- be registered for the purposes of GST
- be able to match the grant dollar-for-dollar

If the potential grant recipient does not satisfy the eligibility criteria, it will not be considered.

¹ <http://www.finance.gov.au/sites/default/files/commonwealth-grants-rules-and-guidelines-July2014.pdf>

3.1 Eligible grant activities

The grant can be used for the following grant activities:

- scoping and technical design of an on-ground island restoration project
- project management, stakeholder coordination and oversight of an on-ground delivery of island restoration activities
- integrated monitoring and reporting program of the outcomes of an on-ground island restoration project.

Costs that the grant can be used for are:

- project administration of 10% of total project costs such as project planning, project management meetings and running the project. These costs must be additional to the normal day to day running costs of the organisation and be directly related to the project
- monitoring and reporting of 5% of total project costs. Monitoring and reporting requirements could reasonably exceed this limit. In these circumstances, the grantee must request an increase in percentage of total project costs to be allocated to monitoring and reporting. The grantee must provide an explanation for the additional percentage in the request. The department will consider the request based on factors such as:
 - percentage increase
 - logistics of monitoring, including location of monitoring site
- direct labour costs of employees you directly employ on the core elements of the project. We consider a person an employee when you pay them a regular salary or wage, out of which you make regular tax instalment deductions
- contract expenditure is the cost of any agreed project activities that you contract to others
- domestic travel limited to the reasonable cost of accommodation and transportation required to conduct agreed project activities in Australia
- staff training that directly supports the achievement of project outcomes
- the cost of an independent audit of project expenditure up to a maximum of 1 per cent of total eligible project expenditure
- other eligible expenditure as approved by the program delegate.

Costs that the grant cannot be used for are:

- overseas travel, except where otherwise approved by the program delegate
- capital expenditure for the purchase of motor vehicles

4. The assessment criteria

The application must demonstrate how the grant will contribute to achieving one or more of the Reef Trust Outcomes:

- improve the quality of water entering the Great Barrier Reef from broad-scale land use to increase the health and resilience of the Great Barrier Reef
- improve the health and resilience of coastal habitats
- improve and protect marine biodiversity, including the reduction of crown-of-thorns starfish and protection of listed threatened and migratory species, such as dugongs and turtles.

The application must:

- provide for island prioritisation and development of a detailed work plan
- identify any appropriate partner(s) or other opportunity for co-investment
- provide letters of support that outline any proposed partnership and co-investment arrangements
- ensure that none of the activities described in the application are likely to have a significant adverse impact on any matters of national environmental significance for the purposes of the *Environment Protection and Biodiversity Conservation Act 1999* (Cth)
- ensure that none of the activities described in the application are required to be carried out by law, for example, as part of an approval under Commonwealth, state or territory legislation, such as the provision of an environmental offset under the *Environment Protection and Biodiversity Conservation Act 1999* (Cth)
- ensure that the activities described in the application are independent of and in addition to activities that form part of the business-as-usual practices and/or the legally required process of managing land

The application is required to provide sufficient information to allow the following assessment criteria to be evaluated. All assessment criteria are weighted equally:

4.1 Criterion 1: Project alignment with policy intent

- the project aligns with the Reef Trust outcomes (improving water quality and coastal habitat, biodiversity protection and conservation) and relevant strategic objective and outcomes of the Reef 2050 Plan
- the project delivers environmental outcomes that value-add to the protection and conservation of the Great Barrier Reef
- the project delivers on-ground action and addresses priority threats and pressures to the Great Barrier Reef
- the project builds on existing efforts and does not duplicate or replace activities already being undertaken in the Great Barrier Reef or Reef catchments
- the project aligns with the Reef Trust principles of investment.

4.2 Criterion 2: Project likelihood of success

- the project is supported by a sound evidence-base and scientific rigor
- the project will be implemented with sound and proven approach/methodology and use targeted monitoring and evaluation
- the project is reasonably likely to succeed in achieving its stated aims having regard to planning undertaken, proposed resources, and expertise
- the potential risks to the project have been considered and appropriate mitigation strategies prepared

4.3 Criterion 3: Capacity, capability and resources of the applicant to deliver the project

- the project focuses on delivering results and provides clear visible outcomes and outputs that are measurable
- the project has sound governance and oversight and that contractual obligations will be met

- the necessary knowledge, skills and experience will be applied to delivering the project

4.4 Criterion 4: Innovation

- assessment against this criterion will consider whether the project is distinctive and/or innovative in its approach

4.5 Criterion 5: Reef Trust Special Account provision

- assessment against this criterion will consider whether the Application aligns with the debiting provisions of the Reef Trust Special Account

5. Grant assessment and decision making

The application will be assessed by the Department of the Environment and Energy who may seek information from any other source, including from within the Commonwealth, whether or not the individuals or organisations contacted are nominated as referees.

The assessment of the application will consider that:

- the application represents value with money
- the project can be delivered on time and to budget (as identified in supporting documents)
- the project has been appropriately costed (the level and detail of the costing should be commensurate with the value of the project)
- the level of risk associated with the project and its implementation is manageable and/or acceptable and it is acknowledged that risk may stem from a number of sources, such as new technology, the scale and/or complexity of the project
- the required approvals are in place, applied for, or otherwise expected to be received in the necessary timeframe to complete the project.

6. Who will approve the grant

Following assessment, the Department of the Environment and Energy will make recommendations to the Minister for the Environment and Energy. The Minister will make the final decision to approve a grant.

The Minister's decision is final in all matters, including:

- the approval of the grant
- the grant funding amount to be awarded
- any terms and conditions of the grant.

The Minister must not approve funding if they reasonably consider the program funding available across financial years will not accommodate the funding offer, and/or if the application does not represent value with money.

There is no appeal mechanism for decisions to approve or not approve a grant.

7. Notification of application outcomes

The applicant will be advised of the outcome, following a decision by the Minister. If the applicant is successful, the advice will contain details of any specific conditions attached to the grant.

8. The grant agreement

The applicant must enter into a legally binding grant agreement with the Commonwealth represented by the Department of Industry, Innovation and Science. We will use the *Commonwealth Standard Grant Agreement*. Standard terms and conditions for the grant agreement will apply and cannot be changed. A schedule may be used to outline the specific grant requirements. Any additional conditions attached to the grant will be identified in the grant offer or during the grant agreement negotiations.

If there are unreasonable delays in finalising a grant agreement, the grant offer may be withdrawn.

Where a grantee fails to meet the obligations of the grant agreement, the Department of Industry, Innovation and Science may terminate the agreement.

Financial commitments should not be made until a grant agreement has been executed by the Commonwealth.

9. Announcement of grants

The grant will be listed on the GrantConnect website 21 calendar days after the date of effect as required by Section 5.3 of the *CGRGs*.

10. Grant acquittal and reporting

The grantee must provide data to the department in line with the timeframes in the grant agreement.

This data will be entered into the Department of the Environment and Energy's Monitoring, Evaluation, Reporting and Improvement (MERI) tool.

Progress reports will be six-monthly. Sample templates for these progress reports will be included in the grant agreement. In addition, the grantee will have to provide spatial data, an annual audited financial statement and a final report. Progress reports will include:

- progress against agreed project milestones and activity schedule
- contributions of participants directly related to the project
- eligible expenditure of grant monies.

The grantee will also be responsible for:

- meeting the terms and conditions of the grant agreement and managing the activity efficiently and effectively
- complying with record keeping, reporting and acquittal requirements as set out in the grant agreement
- participating in a grant program evaluation as specified in the grant agreement

11. Grant evaluation

The Department of the Environment and Energy may evaluate the grant to measure how well the outcomes and objectives have been achieved. Your grant agreement requires you to provide information to help with this evaluation.

PROJECT ASSESSMENT

PROJECT TITLE: REEF TRUST PHASE VI – GBRF ISLAND RESTORATION PARTNERSHIP

The project proposal was assessed by the Department of the Environment and Energy (Reef Trust Section) in accordance with the following assessment criteria.

<i>Assessment Criteria</i>	<i>Department's Assessment</i>
<p>1. <u>Alignment with, and contribution to the Reef Trust and relevant Reef 2050 Plan Strategic Objectives and Outcomes as they relate to their associated national and international obligations.</u></p> <p>The extent to which:</p> <ul style="list-style-type: none">a) the project aligns with the Reef Trust outcomes (improving water quality and coastal habitat, biodiversity protection and conservation) and relevant strategic objective and outcomes of the Reef 2050 Planb) the project delivers environmental outcomes that value-add to the protection and conservation of the Great Barrier Reefc) the project delivers on-ground action and addresses priority threats and pressures to the Great Barrier Reefd) the project builds on existing efforts and does not duplicate or replace activities already being undertaken in the Great Barrier Reef or Reef catchments.e) The project aligns with the Reef Trust principles of investment.	<ul style="list-style-type: none">a) The project aligns with Reef Trust Outcome 2 – Improve the health and resilience of coastal habitats, and Outcome 3 – Improve and protect marine biodiversityb) The environmental outcomes will value-add to the protection and conservation of the Great Barrier Reef because they will be above and beyond what is able to be achieved by the Joint Field Management program (for example habitat restoration after cyclone damage); and they will be targeted to islands of highest ecological (and possibly social) value.c) The Reef Trust component of the project will deliver on-ground action that addresses threats and pressures to the Reef. The islands will be identified following a prioritisation process involving key stakeholders.d) The project will complement and build on existing efforts, particularly the Joint Field Management program, but will not replicate or fund activities that are normally carried out as part of that program.e) The GBRF proposal demonstrates how the project aligns with the Reef Trust principles for investment

<p>2. <u>Likelihood of success</u></p> <p>Whether:</p> <ul style="list-style-type: none"> a) the project is supported by a sound evidence-base and scientific rigour b) the project will be implemented with sound and proven approach/methodology and use targeted monitoring and evaluation c) the project is reasonably likely to succeed in achieving its stated aims having regard to planning undertaken, proposed resources, and expertise d) the potential risks to the project have been considered and appropriate mitigation strategies prepared. 	<ul style="list-style-type: none"> a) The GBRF proposal describes how the project will be supported by a sound evidence base and scientific rigour. This includes: delivery by the GBRF Science Program Managers; oversight by the GBRF Board and Science Advisory Committee; involvement of a range of partners including research organisations to ensure restoration actions are guided by the best available science; and annual review of work plans to allow for continual improvement and innovation. In addition GBRF will utilise NESP and other relevant research when developing or reviewing annual work plans. b) The environmental outcomes will value-add to the protection and conservation of the Great Barrier Reef because they will be above and beyond what is able to be achieved by the Joint Field Management program (for example habitat restoration after cyclone damage); and they will be targeted to islands of highest ecological (and possibly social) value. c) The GBRF and other delivery partners have a successful track record of delivering Reef projects consistent with stated aims. This includes the Raine Island Recovery Project that is restoring habitat for green turtles, seabirds, and other species. d) The GBRF proposal describes a range of risks and proposes adequate mitigation strategies. The Department has also completed a separate risk assessment of the proposal.
<p>3. <u>Capacity, capability and resources of the applicant to deliver the project</u></p> <p>Whether:</p> <ul style="list-style-type: none"> a) the project focuses on delivering results and provides clear visible outcomes and outputs that are measurable 	<ul style="list-style-type: none"> a) The GBRF proposal is focused on delivering results and describes clear visible outcome and outputs that are measurable. Reef Trust funds will be spent on on-ground activities that will be able to be monitored and measured. GBRF has demonstrated experience in

<p>b) the project has sound governance and oversight and that contractual obligations will be met</p> <p>c) the necessary knowledge, skills and experience will be applied to delivering the project.</p>	<p>delivering on-ground projects with measurable results, for example the Raine Island project.</p> <p>b) The GBRF proposal describes the governance and oversight mechanisms that will be applied. Based on past experience delivering projects for the Department, there is a high level of confidence that contractual obligations will be met.</p> <p>c) The GBRF proposal describes a range of mechanisms by which the necessary skills, knowledge and experience will be applied to the project. The proposal also describes GBRF's experience in mobilising a range of resources and expertise for island restoration (i.e. Raine Island).</p>
<p>4. <u>Innovation</u></p> <p>Whether the project is distinctive and/or innovative in its approach.</p>	<p>Aspects of the project are distinctive or innovative in their approach. These include: the co-investment model where Australian Government funds are matched with funds raised from private and/or philanthropic donors; developing adaptive restoration plans which will decrease the impacts of future climate scenarios; implementing and monitoring various restoration interventions; trialling innovative technologies and approaches where it is cost effective to do so; and applying experience from previous projects to scale up island restoration efforts.</p>
<p>5. <u>Reef Trust Special Account provisions</u></p> <p>Whether the project aligns with the debiting provisions of the Reef Trust Special Account</p>	<p>The project will align with the debiting provisions of the PGPA Act (Reef Trust Special Account 2014) Determination 01, specifically clauses 7(1) (a) to make payments for projects to improve water quality and the coastal habitat in the Great Barrier Reef World Heritage Area; (b) to make payments for provides to address threats to the environment of the Great Barrier Reef World Heritage Area; and (c) to make payment for projects to protect, repair or mitigate damage to the great Barrier Reef World Heritage Area.</p>
<p>6. <u>Value for money</u></p>	

Whether the budget is adequately justified with respect to the Project's scale and intended outcomes.	The project is considered to represent value for money because GBRF will be seeking the most cost-effective and innovative on-ground solutions; and GBRF will match the Australian Government's investment on a dollar for dollar basis.
<u>Other comments</u>	

Assessor	Signature	Date
s22	s22	14.3.18
Reviewer		
s22	s22	14/3/18.

JUSTIFICATION FOR USE OF NON-COMPETITIVE GRANTS PROCESS

The image shows the text 'S22' in a large, bold, black serif font. The 'S' is on the left, and the '22' is on the right. The background is a solid light grey.**Great Barrier Reef Foundation – Island Restoration Partnership**

There is strong justification to support the Great Barrier Reef Foundation (GBRF) in delivering this project. GBRF played a leading role in initiating and managing the Raine Island Recovery Project, a \$7.95 million collaboration involving a range of stakeholders.

Building on the success of the Raine Island project, GBRF is now targeting other key islands within the Great Barrier Reef with important marine or terrestrial habitats and is also partnering with the Queensland Government for its Reef Island Refuge Initiative.

GBRF will leverage significant funds raised from private donors to match both the proposed Reef Trust contribution (\$5 million) and the Queensland Government contribution (\$3 million).

To this end, we are satisfied that GBRF are the only provider currently capable of delivering this grant funded activity and able to leverage a significant co-contribution to the project. By doing so, GBRF is increasing the value of the proposed project and maximising outcomes for the Reef.

The Department considers GBRF to have the necessary experience and capacity to deliver and is satisfied that funding of this project is consistent with the policies of the Commonwealth and will make efficient, effective, economical and ethical use of public money as required under Section 71 of the *Public Governance, Performance and Accountability Act* (PGPA Act).

Oxley, Stephen

From: Anna Marsden <amarsden@barrierreef.org>
Sent: Thursday, 8 March 2018 4:01 PM
To: Oxley, Stephen; Knudson, Dean
Subject: Background information

Dear Dean and Stephen

Some background information around the Objects of the GBRF:

OBJECTS

5 Purposes and Objects

5.1 The principal purpose of the Company is to support the protection and enhancement of tropical reefs (especially the Great Barrier Reef) and adjoining coral coasts for the benefit of the world community including through the funding and provision of research, information and education.

5.2 Without limiting the generality of Article 5.1, in support of the principal purpose, the objects of the Company are to:

(a) undertake and provide funding to support efforts that contribute to the environmental protection, enhancement, preservation and conservation of the world's tropical coral reefs in general and the Great Barrier Reef in particular, and adjoining coral coasts;

(b) undertake and provide funding to support activities that foster environmental protection, enhancement, preservation and conservation of the world's tropical coral reefs in general and the Great Barrier Reef in particular, and adjoining coral coasts, for the public good;

(c) acquire and use land on Australia's tropical reefs and adjoining coral coasts as environmental, conservation and natural heritage areas and parks and national parks;

(d) foster better understanding of the need for environmental protection and conservation of the Great Barrier Reef in the general public;

(e) meet the requirement of the World Heritage Convention, Article 17 of which states:

"the States Parties to this Convention shall consider or encourage the establishment of national public and private foundations or associations whose purpose is to invite donations for the protection of the cultural and natural heritage as defined in Articles 1 and 2 of the Convention";

(f) undertake research and provide grants for research that:

(i) assists in establishing acceptable levels of use and minimise human impact so the Australia's reefs are used in a sustainable manner for the benefit of the world community;

(ii) contributes to the protection and enhancement of the natural heritage of the Great Barrier Reef World Heritage Area;

and to co-ordinate and where possible synthesise relevant research and data;

(g) provide a database facility that enhances access to relevant research for researchers, reef managers, industry and the world community and provide funding for that purpose;

(h) provide education about Australia's tropical reefs and adjoining coral coasts;

(i) foster better understanding and communication about Australia's coral coasts between the world community, industry, researchers and reef managers;

(j) achieve a sustainable financial base for the Company; and

(k) establish and maintain a public fund to be called "The Great Barrier Reef Foundation Public Fund" for the specific purpose of supporting the environmental purposes and objects of the Company. The Fund is established to receive all gifts of money or property for this purpose and any amount received because of such gifts must be credited to its bank account. The Fund must not receive any other money or property into its account and must comply with subdivision 30-E of ITAA and the Rules.

Happy to discuss
Anna

Anna Marsden

Managing Director | Great Barrier Reef Foundation

d + 61 7 3064 0871 | m s47F | e amarsden@barrierreef.org | barrierreef.org
Level 13, 300 Ann Street, Brisbane QLD 4000 | PO Box 2725, Fortitude Valley BC, QLD 4006



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AM. D.K

8/3/18

s22



* Constitution

- fund projects that help coral reefs →

ISAC (science committee)

- identify portfolio of focus areas

Project team - ideas that make sense

↳ referred up to ISAC

→ Shifting to focus on projects @ scale

Once project agreed → project director

→ project board - seat at table for donor

→ contract

→ Not a commissioning agency → C^o came to us yesterday

Potential to strengthen RAC engagement

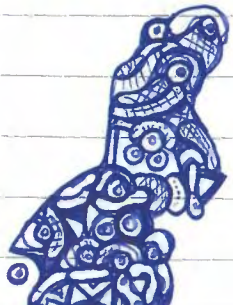
Members of IEP sit on ISAC

* Russell & Ove fully endorsed to wear both hats

s47C

- Growth plans from \$8m to \$25m in 5 years

S22



s22

Anna Marsden

10/4

- 2 hr face to face - next Monday -
in cbr if possible or video c Finn
if not.

s47C

good oppy to Mike ⁹⁰⁹

909

~~*~~ Email Anna **s22** ^(DC) details

- TVE re secondments to GBRF.

- DK talk'g about us providing a
status update & next steps doc
to GBRF on all one programs of wk.

②

→ Discussion of interaction \bar{c} BAC & IEP.

esp ISAC v IEP roles.

* Need to IK @ IEP's specific role in TOES & how it fits.

~~OK~~ → work up some options on how one & 2 could work together.

Paul Greenfield - chair of ISAC.

- CIBRF OK \bar{c} proposal to have someone on the Board!

- Next AGM is on 20 May: could sign off AS to constit-.

- 'Terms Sheet' \Rightarrow develop this based on one & 2 par. Ask Jan Schubert on Thurs ^{what he wants in it.} \rightarrow it would basically be what is in a grant schedule. Have something ready for Monday. ^{draft by Thurs.} \rightarrow I will send to us.

- Principles & Intent

- Key Risk

- Governance

- Comms

- Investment \bar{c} **I**ntended Outcomes

- Reporting

- List of Partners
std contract terms
(could set (R&S) - etc
Terminat = etc
std contract stuff

- Anna wants to approach major donors on no prej basis - OK + this is MO/PHO. (5)
- Launch - Min wants a celebrity

S22

10/4/18

Anna Marsden - GBRF. DK, D.C., S.O.

- + 2-hr face to face with Board members to work through.
- + Monday sub-committee meeting.

A.M. + GBRF in parallel process on comms. s47C

s47C

- opportunity to dovetail on Comms

Board - observer or fully pledged member - either is OK

- Next AGM 20 May

→ Intent; parameters, reporting, branding / acknowledgement, funding, principles, key risks (strategy)

↳ in bonded materials D. 2000

Comms

10/4/18

→ Get OK for GBRF to talk to potential donors in advance of announcement.

April
WEEK 15

FOI 180801
Document 34

February 2018						
M	5	12	19	26		
T	6	13	20	27		
W	7	14	21	28		
T	1	8	15	22		
F	2	9	16	23		
S	3	10	17	24		
S	4	11	18	25		

March 2018						
M	5	12	19	26		
T	6	13	20	27		
W	7	14	21	28		
T	1	8	15	22	29	
F	2	9	16	23	30	31
S	3	10	17	24		
S	4	11	18	25		

April 2018						
M	30	2	9	16	23	
T		3	10	17	24	
W		4	11	18	25	
T		5	12	19	26	
F		6	13	20	27	
S		7	14	21	28	
S	1	8	15	22	29	

May 2018						
M	7	14	21	28		
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T	3	10	17	24	31	
F	4	11	18	25		
S	5	12	19	26		
S	6	13	20	27		

June 2018						
M	4	11	18	25		
T	5	12	19	26		
W	6	13	20	27		
T	7	14	21	28		
F	1	8	15	22	29	
S	2	9	16	23	30	
S	3	10	17	24		

July 2018						
M	30	2	9	16	23	
T	31	3	10	17	24	
W		4	11	18	25	
T		5	12	19	26	
F		6	13	20	27	
S		7	14	21	28	
S	1	8	15	22	29	

April
WEEK 15

10/1/2018 Wednesday 11

10 Tuesday 100/265

S22

7.00 am

Anna Marsden: - sent text

8.00

S22

9.00

10.00

11.00

Noon

1.00

2.00

3.00

4.00

5.00

6.00

7.00

8.00 pm

2.00

3.00

4.00

5.00

6.00

7.00

8.00 pm

s22

From: s22
Sent: Thursday, 12 April 2018 2:48 PM
To: 'Anna Marsden'
Subject: RE: agenda [SEC=UNCLASSIFIED]

Thanks Anna – we will review and incorporate into the agenda being prepared.

Cheers

s22

From: Anna Marsden [mailto:amarsden@barrierreef.org]
Sent: Thursday, 12 April 2018 2:40 PM
To: s22
Subject: agenda

Some rough outlines for an agenda

1. Background
2. Partnership Principles
3. Definition of Success
4. Terms Sheet <ul style="list-style-type: none">- Reporting- Governance- Delivery Mechanisms
5. Launch/Announcement
6. Agreement timeline
7. Next steps
8. Background
9. Partnership Principles
10. Definition of Success
11. Terms Sheet <ul style="list-style-type: none">- Reporting- Governance- Delivery Mechanisms
12. Launch/Announcement
13. Agreement timeline
14. Next steps

Anna Marsden
Managing Director | Great Barrier Reef Foundation

d + 61 7 3064 0871 | m s47F | e amarsden@barrierreef.org | barrierreef.org
Level 13, 300 Ann Street, Brisbane QLD 4000 | PO Box 2725, Fortitude Valley BC, QLD 4006



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s22

From: Anna Marsden <amarsden@barrierreef.org>
Sent: Friday, 13 April 2018 3:07 PM
To: s22 Callister, Deb
Subject: draft agenda
Attachments: Agenda 17 April 2018.docx

Hi s22

Further to yesterday's email please find a draft agenda for the meeting. The formatting is to suggest this is a meeting of a sub committee of the GBRF Board to discuss and agree to the terms of the Reef Funding package. My understanding is this is what was agreed at the meeting with PM and Minister and ensures the Foundation can demonstrate due diligence outside of a full board meeting.

Please let me know if you have any changes to this – I will then send to John on Monday for his comments.

Best
Anna

Anna Marsden
Managing Director | Great Barrier Reef Foundation

d + 61 7 3064 0871 | m s47F e amarsden@barrierreef.org | barrierreef.org
Level 13, 300 Ann Street, Brisbane QLD 4000 | PO Box 2725, Fortitude Valley BC, QLD 4006



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s22

From: Anna Marsden <amarsden@barrierreef.org>
Sent: Saturday, 14 April 2018 9:15 PM
To: Knudson, Dean; Callister, Deb; Oxley, Stephen
Subject: Announcement ideas
Attachments: REEF FUNDING ANNOUNCEMENT.docx

Dear Dean

Just to keep you in the loop. I spoke with s22 and s22 from their media unit late Friday about ideas for the announcement. Attached is a preliminary ideas paper they asked me to work up following our conversation. To date we have been able shape the message around the future of the reef and have suggested in lieu of a celebrity to invite two students from Reef Guardian schools to prepare a short statement about how important the reef is.

We also spoke about the opportunity to externally unify the reef stakeholder groups through this announcement by having key representatives attend and be available to provide positive comments around the news.

Its still rough and early days but thought you would appreciate to see where it is currently sitting.

Happy to discuss and see you on Tuesday
Anna

Anna Marsden
Managing Director | Great Barrier Reef Foundation

d + 61 7 3064 0871 | m s47F | e amarsden@barrierreef.org | barrierreef.org
Level 13, 300 Ann Street, Brisbane QLD 4000 | PO Box 2725, Fortitude Valley BC, QLD 4006



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REEF FUNDING ANNOUNCEMENT

IDEAS PAPER

Objectives

- Announce largest Reef investment package in the world's history (fact check)
- Show support of reef facing sectors (science, tourism, environmental NGOs, farming, fishing) behind investment
- Reinforce Reef 2050 as the solution to ensuring the future of the GBR

Messages (developed without consultation, please treat as rough notes)

Overall

This is an investment in the future of the Great Barrier Reef.

- *Government*
 - o The GBR is important to Australia and Australians
 - o A big challenge demands a big investment – this investment gives our Reef the best chance
 - o There is a role for everyone to help protect this icon – this is what government is doing and we hope with this investment the GBRF can inspire Australians, philanthropists and companies to co invest
 - o Together we must do everything we can to ensure our grandchildren will have a Great Barrier Reef
- *GBRF*
 - o A significant day for the GBR and for reefs all around the world
 - o With these funds we can boost the resilience of the Great Barrier Reef, essentially buying it time while the world works together to achieve the Paris Agreement
 - o This investment brings hope to the Reef

Setting

- Key GBR gateway city with good commercial flight access from capital cities
 - o Hamilton Island (still recovering 1 year from tropical cyclone Debbie)
 - o Cairns
- PM and Minister to visit and socialise at a popular tourist location to illustrate GBR as vital economic and jobs driver
 - o Whitehaven Beach (Hamilton Island)
 - o Moore Reef (Cairns)
- Opportunity for on-reef experience under or over water
 - o Whitehaven Beach is a great walking reef popular with tourists
 - o Moore Reef has submersible and glass bottom boat tours
- Doorstop held either at tourist location or on return in city (depending on logistics and size of media pack)

Speakers

Prime Minister

Minister for Energy and Environment

John Schubert AO, Chair Great Barrier Reef Foundation

Two students from Reef Guardian School (Townsville has best talent pool)

<http://www.gbrmpa.gov.au/our-partners/reef-guardians/reef-guardian-schools>

Other guests invited to media announcement and available as talent for comment

Science/Innovation	Paul Hardisty, CEO AIMS Larry Marshall, CEO CSIRO Alan Finkel, Chief Scientist Professor Ove Hoegh-Guldberg, UQ (globally respected coral reef scientist) Professor Ruth Gates, University of Hawaii (globally respected coral biologist, international voice)
Tourism	Daniel Gschwind, QTIC Col McKenzie, AMPTO Wendy Morris, TTNQ John O'Sullivan, Tourism Australia
Managers	Russell Reichelt, GBRMPA NRM groups – Josh to advise
Corporate	Grant King, Business Council of Australia Alan Joyce, Qantas
NGO/On ground	Brendan Foran, Greening Australia Canegrowers Australia Agribusiness – Josh to advise John Tanzer, Global head of oceans, WWF
Reef 2050	Ian Chubb, Chair IEP Penny Wensley, Chair RAC

Anna Marsden

18/4

- Sat 28th Cairns or T'ville.
- Board teleconf on the Friday beforehand.

s47C

- Still 1k to progress XA of letters.
- Share media Q&As & CRRF.
- Energy COAG on Friday.
- Early afternoon this Friday would be good for the brief XA of letters to the

s47C

- MR draft today.

- Dean or Finn.

→ s22 [redacted] what need to go
or s22 [redacted]

February 2018				
M	5	12	19	26
T	6	13	20	27
W	7	14	21	28
T	1	8	15	22
F	2	9	16	23
S	3	10	17	24
S	4	11	18	25

March 2018					
M	5	12	19	26	
T	6	13	20	27	
W	7	14	21	28	
T	1	8	15	22	29
F	2	9	16	23	30
S	3	10	17	24	31
S	4	11	18	25	

April 2018					
M	30	2	9	16	23
T	3	10	17	24	
W	4	11	18	25	
T	5	12	19	26	
F	6	13	20	27	
S	7	14	21	28	
S	1	8	15	22	29

May 2018					
M	7	14	21	28	
T	1	8	15	22	29
W	2	9	16	23	30
T	3	10	17	24	31
F	4	11	18	25	
S	5	12	19	26	
S	6	13	20	27	

June 2018					
M	4	11	18	25	
T	5	12	19	26	
W	6	13	20	27	
T	7	14	21	28	
F	1	8	15	22	29
S	2	9	16	23	30
S	3	10	17	24	

July 2018					
M	30	2	9	16	23
T	31	3	10	17	24
W	4	11	18	25	
T	5	12	19	26	
F	6	13	20	27	
S	7	14	21	28	
S	1	8	15	22	29

S22

S22

S22

✓ call Anna → revision of collabor = principal
+ getting Teresa down next wk
Aust envt grantmakers, Amanda Martin CEO

11.00

Noon

1.00

2.00

3.00

5.00

6.00

8.00



Noon

Anna - Sunday CIBRF play tonight
OK to Collaboration Principles

8:00 pm

s22

From: Callister, Deb
Sent: Wednesday, 18 April 2018 5:45 PM
To: 'Anna Marsden'
Cc: s22
Subject: Rev of collaboration principles [DLM=Sensitive]
Attachments: Collaboration principles GBRF partnership rev.docx

Hi Anna

As promised, attached is a tracked change update of the principles for your review and any additions. As discussed, this is undergoing concurrent review at our end, so pls be aware that some of the language may change and I have not yet confirmed that key Senior Exec are okay with this draft. But in the spirit of efficiency I think its fine for us to work on it concurrently as a working draft.

Subject to us all being able to land a version that we are happy with, we would like to get this to our Minister around mid-Friday.

Cheers, Deb

s22

From: Callister, Deb
Sent: Thursday, 19 April 2018 1:36 PM
To: 'Anna Marsden'
Cc: s22
Subject: Revised Collaboration principles [DLM=Sensitive:Legal]
Attachments: Collaboration principles GBRF partnership 19 Apr v3.docx

Hi Anna

Here is the current working draft of the collaboration principles. To make it easier for you, I have highlighted any changes that are additional to the ones that were in the version you got yesterday. This is also being sent simultaneously to Finn Pratt, so in sharing with John, please make clear that it is going to both of them simultaneously for review/clearance.

Happy to discuss.

Cheers, Deb

From: Anna Marsden [<mailto:amarsden@barrierreef.org>]
Sent: Thursday, 19 April 2018 12:05 PM
To: Callister, Deb
Cc: s22
Subject: RE: Collaboration principles GBRF partnership AM rev.docx [DLM=Sensitive:Legal]

Yes perfect plan

From: Callister, Deb [<mailto:Deb.Callister@environment.gov.au>]
Sent: Thursday, 19 April 2018 11:42 AM
To: Anna Marsden <amarsden@barrierreef.org>
Cc: s22 <s22@environment.gov.au>
Subject: RE: Collaboration principles GBRF partnership AM rev.docx [DLM=Sensitive:Legal]

Hi Anna

Thanks for the speedy turnaround and apologies for the radio silence at our end this morning. I was completely happy with your suggested addition. I also had some additional suggestions from Dean & Russell that I have also incorporated. I am now waiting for our General Counsel area to finish their review and then I will send you a version to share with John. This will go simultaneously to Finn.

Hope this works for you?

Cheers, Deb

From: Anna Marsden [<mailto:amarsden@barrierreef.org>]
Sent: Wednesday, 18 April 2018 8:21 PM
To: Callister, Deb <Deb.Callister@environment.gov.au>
Subject: Collaboration principles GBRF partnership AM rev.docx

Hi Deb

This reads well and captures all my notes. I added in a timeline to develop the performance measures – happy for you to disregard.

Let me know when you are happy for me to send to John to look at – I don't believe he would have any comments so let me know your thoughts as to whether we try and get him over the line before this goes to the Minister,

Best
Anna

s22

From: Anna Marsden <amarsden@barrierreef.org>
Sent: Thursday, 19 April 2018 2:42 PM
To: Callister, Deb
Cc: s22
Subject: RE: Revised Collaboration principles [DLM=Sensitive:Legal]

Hi Deb

This is approved from our end – on the understanding that Finn may have changes but we are looking very good.

Thank you so much

Anna

From: Callister, Deb [<mailto:Deb.Callister@environment.gov.au>]
Sent: Thursday, 19 April 2018 1:36 PM
To: Anna Marsden
Cc: s22
Subject: Revised Collaboration principles [DLM=Sensitive:Legal]

Hi Anna

Here is the current working draft of the collaboration principles. To make it easier for you, I have highlighted any changes that are additional to the ones that were in the version you got yesterday. This is also being sent simultaneously to Finn Pratt, so in sharing with John, please make clear that it is going to both of them simultaneously for review/clearance.

Happy to discuss.

Cheers, Deb

From: Anna Marsden [<mailto:amarsden@barrierreef.org>]
Sent: Thursday, 19 April 2018 12:05 PM
To: Callister, Deb <Deb.Callister@environment.gov.au>
Cc: s22 <s22@environment.gov.au>
Subject: RE: Collaboration principles GBRF partnership AM rev.docx [DLM=Sensitive:Legal]

Yes perfect plan

Duplicate of emails in Document 6

s22

From: Theresa Fyffe <tfyffe@barrierreef.org>
Sent: Thursday, 19 April 2018 1:17 PM
To: s22
Subject: RE: visit to canberra [SEC=UNCLASSIFIED]

Me to - I cant tell you how much im itching to unpack this!

Theresa Fyffe

Executive Director Projects & Partnerships | Great Barrier Reef Foundation

+ 61 7 3064 0872 | m s47F | e tfyffe@barrierreef.org | barrierreef.org
Level 13, 300 Ann Street, Brisbane QLD 4000 | PO Box 2725, Fortitude Valley BC, QLD 4006



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From: s22 @environment.gov.au]
Sent: Thursday, April 19, 2018 1:00 PM
To: Theresa Fyffe
Subject: RE: visit to canberra [SEC=UNCLASSIFIED]

Sounds great – we will set up an initial meeting including some of our other key people to help set the scene etc.

Looking forward to getting into it

s22

From: Theresa Fyffe [<mailto:tfyffe@barrierreef.org>]
Sent: Thursday, 19 April 2018 12:51 PM
To: s22 <[REDACTED]> <[\[REDACTED\]@environment.gov.au](mailto:[REDACTED]@environment.gov.au)>
Subject: visit to canberra

Hi s22

Im flying in to Canberra on Sunday night so can arrive at JGB at 9am on Monday if that works for you, and then work through the day and again on Tuesday all day. I fly out Wednesday afternoon.

Thanks
Theresa

Theresa Fyffe

Executive Director Projects & Partnerships | Great Barrier Reef Foundation

+ 61 7 3064 0872 | m s47F <[REDACTED]> | e tfyffe@barrierreef.org | barrierreef.org
Level 13, 300 Ann Street, Brisbane QLD 4000 | PO Box 2725, Fortitude Valley BC, QLD 4006



A horizontal navigation bar with four buttons: 'DONATE NOW' (dark blue), 'SUBSCRIBE' (medium blue), 'FREE FUNDRAISING RESOURCES' (light blue), and a row of social media icons (Facebook, Instagram, Twitter, YouTube, Email) on the right.

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s22

From: Anna Marsden <amarsden@barrierreef.org>
Sent: Thursday, 19 April 2018 8:41 PM
To: Callister, Deb
Cc: s22
Subject: Re: GBRF background info [DLM=Sensitive]

Great. Best of luck!

Sent from my iPhone

On 19 Apr 2018, at 8:40 pm, Callister, Deb <Deb.Callister@environment.gov.au> wrote:

Thanks Anna. I think we have all we need now, but will be back in touch tomorrow if there is anything more that we need.

Cheers, Deb

Sent from my iPad

On 19 Apr 2018, at 6:50 pm, Anna Marsden <amarsden@barrierreef.org> wrote:

Hi Deb

Attached is a recent project highlights from 2017. Its quite high level but easy to understand. AG is involved with pretty much all these projects either directly or through GBRMPA.

Let me know if you need anything else.

Cheers
Anna

From: "Callister, Deb" <Deb.Callister@environment.gov.au>

Date: Thursday, 19 April 2018 5:05 pm

To: Anna Marsden <amarsden@barrierreef.org>

Cc: "s22" <s22@environment.gov.au>, "s22" <s22@environment.gov.au>

Subject: RE: GBRF background info [DLM=Sensitive]

Thanks Anna. This is great. If you have any summaries of projects that we are investing in with you, that would be really good too I think.

If you can cc in s22 when you reply that would be great as s22 is compiling the package.

Thanks, Deb

From: Anna Marsden [<mailto:amarsden@barrierreef.org>]

Sent: Thursday, 19 April 2018 3:34 PM

To: Callister, Deb <Deb.Callister@environment.gov.au>

Subject: RE: GBRF background info [DLM=Sensitive]

Hi Deb

Yes confirming we are all good on our end with the Collaboration Principles. Well done!

Attached is a word document with key background information. I also attach a recent project snapshot document we prepared for a US donor. Will this be of use or would you prefer a snapshot on a few recent projects.

Best
Anna

From: Callister, Deb [<mailto:Deb.Callister@environment.gov.au>]

Sent: Thursday, 19 April 2018 2:54 PM

To: Anna Marsden <amarsden@barrierreef.org>; Theresa Fyffe <tfyffe@barrierreef.org>

Cc: s22 [redacted] <[\[redacted\]@environment.gov.au](mailto:[redacted]@environment.gov.au)>;

s22 [redacted] <[\[redacted\]@gbrmpa.gov.au](mailto:[redacted]@gbrmpa.gov.au)> s22 [redacted] <[\[redacted\]@gbrmpa.gov.au](mailto:[redacted]@gbrmpa.gov.au)>; s22 [redacted]

[redacted] <[\[redacted\]@environment.gov.au](mailto:[redacted]@environment.gov.au)>

Subject: GBRF background info [DLM=Sensitive]

Hi Anna

As discussed, grateful if you could send up through a package of background material on the GBRF – history, board, Chairman’s panel and other high level overview material that you think would be helpful. A summary of some of your major Reef projects would be good too I think. We need these tonight if possible, and first thing tomorrow at the latest.

Also confirming our conversation that you are happy with the collaboration principles that I sent through earlier (19 April v3). I have just had word that our Secretary is happy also. So that is great news.

Cheers, Deb

ABOUT THE GREAT BARRIER REEF FOUNDATION

- Founded in 2000
- Our mission is to protect and preserve coral reefs, with a focus on the Great Barrier Reef (GBR)
- We fund, design and manage science and on-ground conservation projects that fill strategic gaps and accelerate impact
- Working in partnership with the Great Barrier Reef Marine Park Authority and using the Reef 2050 Plan as our roadmap – we enable projects that help protect and restore the Reef and build its resilience to survive a range of threats.
- Our governance and advisory structure means the Foundation is uniquely positioned to lead the collaboration of business, science, industry, conservation and government.
- We are a compact organisation supported by a large corporate, research, government and philanthropic network – 12 FTE
- We raise \$8M - \$10M (AUD) in funding annually for coral reef projects
- We are not an implementing organisation – we partner with the best delivery partners to implement our projects.
- We have a strong emphasis on communication – we aim to provide stories of hope – to inspire others to support coral reefs.

BOARD

The Foundation's Board of Directors comprises members from the Australian business, science and philanthropic sectors. This mix reflects the charter of the Foundation to bring all three sectors together through investment in research initiatives that aim to maximise the sustainability of the Reef for the benefit of all Australians and the world community.

Dr John A Schubert AO – *Chairman*

John was appointed Chairman of the Great Barrier Reef Foundation in 2004. He is Chairman of Garvan Institute of Medical Research and a Member of the Business Council of Australia.

He commenced his career with Esso Australia as a professional engineer holding various positions in Australia and overseas. In 1983 he was appointed to the board of Esso Australia, in 1985 John became Esso's Deputy Managing Director and in 1988 Chairman and Managing Director.

He has also held the positions of Managing Director and Chief Executive Officer of Pioneer International Limited (1993-2000) and President of the Business Council of Australia (2001 - 2003).

He was previously Chairman of the Commonwealth Bank of Australia and Worley Parsons Limited, and Director of BHP Billiton Limited, Qantas Airways and Hanson.

Anna Marsden – *Managing Director*

Anna has worked extensively across the Queensland creative and not for profit industries in managerial, marketing and business development roles for nearly two decades.

Before taking up the role of Managing Director in 2016, Anna was CEO of Queensland Ballet where she led a major change program resulting in enormous growth.

She previously held roles as General Manager – Creative at Rowland, Australia's leading corporate communications agency, Development Director of the Queensland Art Gallery and GoMA, and General Manager at the Institute of Modern Art. Anna holds board positions with Brisbane Festival, Brisbane Powerhouse and Circa.

Dr Paul Greenfield AO – *Chairman, International Scientific Advisory Committee*

Dr Greenfield is a former Chair of the Australian Nuclear Science and Technology Organisation (ANSTO). Apart from chairing the CRC for High Performance Soils, he chairs the International River Foundation. He is both a Foundation Board member and chair of its International Scientific Advisory Committee.

He is a chemical engineer who worked at the University of Queensland for more than 35 years, holding senior roles including Deputy Vice Chancellor (Research), Senior Deputy Vice Chancellor and Provost and Vice Chancellor (2008 – 2011).

Dr Greenfield has extensive experience as a Board Director and has served on a number of company and CRC boards. He has worked widely with industry on a range of projects spanning the biotechnology, water and energy sectors.

Michael Cameron

Michael was appointed CEO & Managing Director of Suncorp in October 2015. He was a non-executive director from April 2012 to September 2015.

He was previously CEO & Managing Director of The GPT Group (2009 – 2015), Chief Financial Officer at St George Bank from mid-2007 until the sale to Westpac Banking Corporation in 2008, Group Chief Financial Officer of the Commonwealth Bank of Australia, then Group Executive of their Retail Bank Division.

He also spent 10 years with Lendlease in a number of senior positions, including Chief Financial Officer at MLC Limited. He is Chairman of the Financial Sector Advisory Council.

Michael holds a Bachelor of Business, is a Fellow of the Australian Institute of Chartered Accountants, CPA Australia and the Australian Institute of Company Directors.

Maureen Dougherty

Maureen Dougherty is president of Boeing Australia, New Zealand and South Pacific. She is the senior company leader in the Oceania region and coordinates all Boeing activities, leads government relations and directs the implementation of Boeing's strategy to expand its local presence and grow the business. Appointed in February 2014, Dougherty is based in Sydney, Australia.

A 35-year employee of Boeing, Dougherty previously served as vice president and program manager for the KC-46 Tanker, the Airborne Early Warning & Control (AEW&C) surveillance aircraft, and the F-22 fighter programs.

Dougherty is chairperson of the American Chamber of Commerce in Australia and a board director of the United States Studies Centre at the University of Sydney. She is also a member of the Business Council of Australia and a Fellow of the Royal Aeronautical Society.

Dougherty earned her master's degree in engineering from the University of Washington, where she studied as a Boeing Company Systems Engineering Fellow. She received her undergraduate degree in mechanical engineering from Pennsylvania State University.

Stephen Fitzgerald

Stephen is Chairman and Founding Partner of Affirmative Investment Management, the world's first dedicated green and impact bond fund management company.

Previously, Stephen was Chairman of Goldman Sachs, Australia and New Zealand, having joined the firm in 1992 and been named Partner in 2002.

Stephen is a member of the NSW Government Expert Advisory Panel on Social Impact Bonds, serves on the boards of QBE and PineBridge, and is a former member of the Board of Guardians of the Future Fund (Australia's sovereign wealth fund). Since its inception in 2010, Stephen has also been a member of the Male Champions of Change.

John Gunn

John Gunn is the former Chief Executive Officer of the Australian Institute of Marine Science (AIMS). John has significant experience in leading development of strategy, scientific research and capability, and stakeholder engagement across a research portfolio encompassing marine ecology, fisheries, coastal systems, physical and chemical oceanography, atmospheric chemistry and climate science. John joined AIMS from the position of Chief Scientist of the Australian Antarctic Program, where he played a key role in developing the Australian Antarctic Science Strategy Plan: 2011–2021. Prior to this, John was Deputy Chief of CSIRO's Marine and Atmospheric Research Division.

John has broad experience on high level advisory and policy development boards and Advisory Committees, including the UNESCO – IOC Global Ocean Observing System Steering Committee, the National Marine Science Committee, and Australia's Integrated Marine Observing System Board.

Grant King

Grant King was elected President of the Business Council of Australia in November 2016.

He was a member of the Business Council Board from November 2011 until November 2015 and chaired the Business Council's Infrastructure and Sustainable Growth Committee from 2010 to 2015.

Grant has extensive experience in the Australian energy industry. He was Managing Director of Origin Energy Limited from February 2000 until November 2016. He was formerly General Manager, AGL Gas Companies where he held a number of management positions over a 17 year period.

In addition to his role at the Business Council, he is the Chairman of Melanoma Institute of Australia, a Director of Great Barrier Reef Foundation, a member of UNSW and runs his own advisory business, GK Advisory Pty Ltd.

He is former Director of Envestra Limited and the Australian Petroleum Production and Exploration Association Limited (APPEA). He is former Chairman of Energy Supply Association of Australia (esaa), Oil Company of Australia and Contact Energy Limited.

He is a Fellow of Australian Institute of Company Directors.

Amanda McCluskey

Amanda is the Head of Sustainable Funds Group and Chair of Stewart Investors where she is responsible for leading and supporting the investment strategy and research process. Prior to this, Amanda was Head of Responsible Investment at Colonial First State Global Asset Management and also gained fund management experience at Portfolio Partners and BT Financial Group.

She was the founding Deputy Chair of the Investor Group on Climate Change, was on the board of the National Climate change Adaptation Research Facility and the Climate Change and Business Centre. Amanda was one of the first Australians to participate in the Al Gore Climate Leadership Program and is also a World Economic Forum Young Global Leader.

John Mulcahy

A board member since 2006, John is the former CEO and Managing Director of Suncorp. He joined Suncorp following a distinguished career at the Commonwealth Bank, and prior to that at Lendlease where he was CEO of Lendlease's Civil & Civic division. John is Chairman of Mirvac Group and Non-Executive Director of ALS and GWA.

Dr Russell Reichelt

Russell joined the Great Barrier Reef Marine Park Authority in 2007 as Chairman and Chief Executive. He is a board member of the Australian Maritime Safety Authority.

He began diving on the Great Barrier Reef in 1968 and worked as a research scientist at the Australian Institute of Marine Science in the 1980s studying the ecology of coral reefs, particularly the crown-of-thorns starfish. He has a PhD in marine science and has served as CEO of the Australian Institute of Marine Science, Chairman of the Fisheries Research and Development Corporation, and as a member of Australia's State of the Environment Committee.

He has previously chaired the National Oceans Advisory Group, CSIRO's Wealth from Oceans Flagship Advisory Committee and Seafood Services Australia Ltd. He is an Adjunct Professor at James Cook University and the University of Queensland; and a Fellow of the Australian Academy of Technological Sciences and Engineering, the Institute of Marine Engineering, Science and Technology (UK), and the Australian Institute of Company Directors.

Steven Sargent

Steve joined the Foundation Board in March 2015. He is a Non-executive Director of Origin Energy Ltd, Chairman of the Origin Foundation. Steve is also Chairman of OFX Group Ltd (since November 2016) and is a Deputy Chairman and Lead Non-executive Director of Nanosonics Ltd.

Over recent years Steven has been a Non-executive Director of Veda Group Limited (2015–2016) and Bond University Ltd (2010–2016). Steve was also a member of the Australian Treasurer's Financial Sector Advisory Council, President of the American Chamber of Commerce and a Director on the Board of the Business Council of Australia.

Steve's most recent executive role was President and Chief Executive Officer of GE Mining, GE's global mining technology and services business. Prior to this Steve was responsible for all of GE's operations (Aviation, Healthcare, GE Capital, Transportation, Power & Water, Energy Management) across Australia and New Zealand, GE's third largest country in the world. He joined GE Capital in 1993 in New York City and held a number of global leadership positions with the company, spanning the US, Europe and Asia.

Stephen Roberts

Stephen began his career with Salomon Brothers in 1985 in Sydney and in 1989 was responsible for opening and heading the firm's Melbourne office.

In 1992, he transferred to London as Director of European Capital Markets. In 1995 Stephen moved to Hong Kong with responsibility for all of the company's regional fixed income activities prior to returning home in 2003 to his current role.

Stephen is an Adjunct Professor of Finance at the University of Sydney and sits on the Board of Advice to the Faculty of Economics and Finance. He is a Director of the Australian Bankers' Association and is Citi's representative on the Business Council of Australia and the Bradman Foundation. He is also a member of the "Male Champions of Change". Stephen Roberts has recently been appointed Chairman of Queensland Treasury Corporation.

Phillip Strachan

A Director of the Foundation since 2003, Phillip is Chair of the Audit, Risk & Compliance Committee and member of the Bond Committee. He spent 35 years working for the Rio Tinto Group in numerous finance roles including in the head offices in London and Melbourne and also in Jakarta, Indonesia. He was Chief Financial Officer at Rio Tinto Aluminium for six years based in Brisbane, then Chief Financial Officer at Rio Tinto Alcan based in Montreal. He then became President and CEO of the Bauxite and Alumina global business unit of Rio Tinto up to his retirement from Rio Tinto in 2016.

He is a current Director of Tilt Renewables Limited and is Chair and Director of Queensland Rail Limited.

Phillip is a Fellow of CPA Australia and a member of AICD.

Olivia Wirth

Olivia Wirth was appointed as Chief Executive Officer of Qantas Loyalty in February 2018.

Olivia joined Qantas in 2009 and has held several positions, including the role of Chief Customer Officer, Group Executive, Brand, Marketing & Corporate Affairs and Group Executive for Government Relations and Corporate Affairs.

Prior to Qantas Olivia had held senior executive roles for a number of organisations including lobby group, the Tourism & Transport Forum and the Australian Tourist Commission.

Olivia is also on the Board of UNICEF Australia.

INTERNATIONAL SCIENCE ADVISORY COMMITTEE

The International Scientific Advisory Committee (ISAC) was formed by the Board of the Great Barrier Reef Research Foundation to provide it with scientific advice on priorities for research to preserve the Great Barrier Reef.

The Foundation Board intends ISAC members are drawn from the major scientific institutions researching or managing Australian coral reefs, particularly the Great Barrier Reef.

Dr Paul Greenfield AO – *Chairman*

Prof. Aidan Byrne, Provost and Senior Vice-President of The University of Queensland.

Prof. Chris Cocklin, Senior Deputy Vice of James Cook University.

Dr Paul Hardisty, Chief Executive Officer of the Australian Institute of Marine Science.

Prof. Bronwyn Harch, Executive Director of the Institute for Future Environments at QUT

Prof. Ove Hoegh-Guldber, Director of the Global Change Institute (GCI) and Professor of Marine Science, at The University of Queensland.

Dr Russell Reichelt, Chairman and Chief Executive of GBRMPA

Dr Christian Roth, Coordinator CSIRO

CHAIRMANS PANEL

The Chairman's Panel brings together a respected group of Australia's leading Chief Executives and Chairs from top Australian and global companies all with an interest in, and commitment to, the Reef.

Members of the Chairman's Panel have the opportunity to engage in a unique education program, visiting the Reef - learning first-hand about its complexity, the threats it faces and how scientists, managers and policy makers are responding.

Next Chairman's Panel event will be held on 19-20 May at Qualia, Hamilton Island.

Current membership

- Dr John Schubert AO, Chairman
- AECOM - Todd Battley, Chief Executive, Australia New Zealand
- Affirmative Investment Management - Stephen Fitzgerald, Chairman
- AGL - Andrew Vesey, Managing Director and CEO
- Amcor Limited - Ron Delia, Managing Director and Chief Executive Officer
- ANZ Banking Group - Shayne Elliott, Chief Executive Officer

- Aurizon - Andrew Harding, Managing Director and Chief Executive Officer
- Ausenco Limited - Zimi Meka, Chief Executive Officer
- Australian Institute of Marine Science - Dr Paul Hardisty, Chief Executive Officer
- Bank of Queensland - Jon Sutton, Managing Director and Chief Executive Officer
- BHP - Andrew Mackenzie, Chief Executive Officer
- BHP - Ken MacKenzie, Chairman
- Boeing Australia & South Pacific - Maureen Dougherty, President
- Boral Limited - Mike Kane, Chief Executive Officer & Managing Director
- Brisbane Airport Corporation - Julieanne Alroe, Chief Executive Officer and Managing Director
- Cleanaway - Vik Bansal, Chief Executive Officer and Managing Director
- ConocoPhillips Australia - Wendy King, President - Australia East
- Commonwealth Bank - Ian Narev, Chief Executive Officer
- CSIRO - Dr Larry Marshall, Chief Executive
- David Turner
- Deloitte Australia - Cindy Hook, Chief Executive Officer
- Deutsche Bank - Anthony Miller, Managing Director and Chief Executive Officer
- Downer Group - Grant Fenn, Managing Director and Chief Executive Officer
- Flight Centre Limited - Graham Turner, Managing Director
- GE Australia - Max York, Chief Executive Officer
- Google Australia & New Zealand - Jason Pellegrino, Chief Executive Officer
- Grant King
- Great Barrier Reef Foundation International Scientific Advisory Committee, Dr Paul Greenfield AO
- GWA Group Limited - Tim Salt, Managing Director
- Jacques Nasser AC
- James Cook University - Sandra Harding, Vice Chancellor and President
- John Grill AO
- Korn Ferry - Katie Lahey, Executive Chairman
- Lendlease - Steve McCann, Group Chief Executive Officer and Managing Director
- Leo Burnett Australia - Melinda Geertz, Chief Executive Officer
- Macquarie Group - Nicholas Moore, Managing Director and Chief Executive Officer
- Morgans Financial Limited - Brian Sheahan, Executive Chairman
- Mulpha Australia Limited - Seng-Huang Lee, Executive Chairman
- National Australia Bank - Andrew Thorburn, Managing Director and Group Chief Executive Officer
- Orica Limited - Alberto Calderon, Managing Director and Chief Executive Officer
- Peabody Energy - George Schuller, President - Australia
- Peter Mason AM
- PwC - Luke Sayers, Chief Executive Officer
- PwC Strategy& - Tim Jackson, Managing Director Asia Pacific

- Qantas Airways Limited - Alan Joyce AO, Chief Executive Officer
- Queensland Rail - Phillip Strachan, Chair
- Rio Tinto - Stephen McIntosh, Group Executive Growth and Innovation
- Shell - Tony Nunan, Managing Director
- Stephen Roberts
- Suncorp - Michael Cameron, Managing Director and Group Chief Executive Officer
- Superloop - Bevan Slattery, Chief Executive Officer
- The Star Entertainment Group - John O'Neill AO, Chairman
- University of Queensland - Prof Peter Høj, Vice Chancellor
- Wesfarmers Limited - Rob Scott, Managing Director
- Worley Parsons - Andrew Wood, Chief Executive Officer

Great Barrier Reef Foundation

Project Overview



About the Great Barrier Reef Foundation (GBRF)

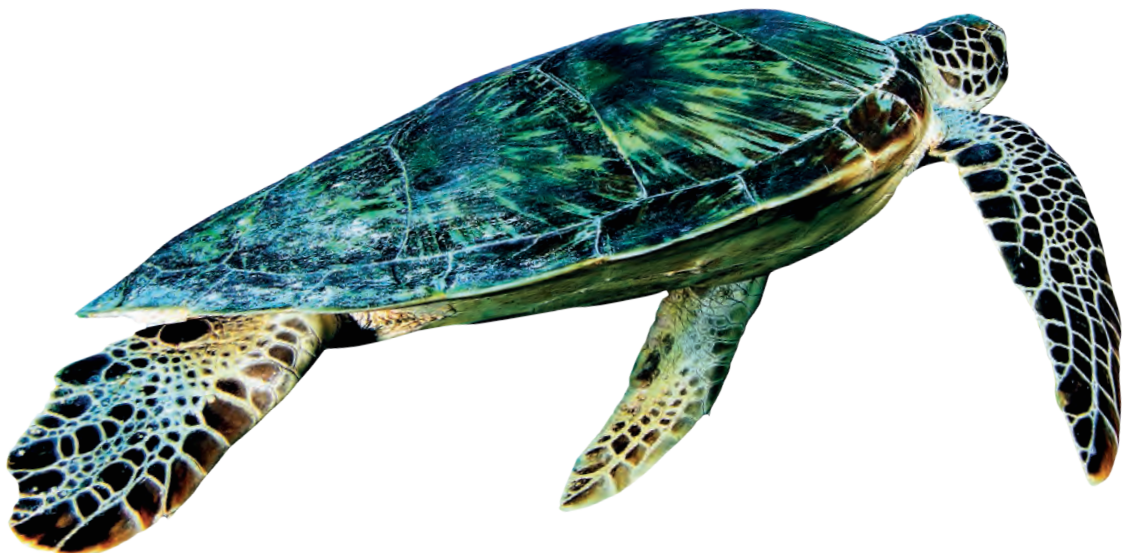
- Founded in 2000
- Our mission is to protect and preserve coral reefs, with a focus on the Great Barrier Reef (GBR)
- We fund, design and manage science and on-ground conservation projects that fill strategic gaps and accelerate impact
- We are a small organization supported by a large corporate, research, government and philanthropic network – 12 FTE
- We raise \$6M - \$8M (AUD) in funding annually for coral reef projects
- We are not an implementing organization – we partner with the best delivery partners to implement our projects.
- We have a strong emphasis on communication – we aim to provide stories of hope – to inspire others to support coral reefs.

Context

Coral reefs are critically important ecosystems. They support 25% of all marine life and provide essential goods and services to around one billion people, including many of the world's most vulnerable.

However, coral reefs are at risk on a global scale, with an estimated 75% of all coral reefs under threat from the combination of local stresses and changing climatic conditions. Over the last two years the Great Barrier Reef has been subjected to back to back bleaching events and a category five cyclone which has resulted in a 50% decline in coral cover across its 2300km length.

Faced with a crisis that exceeds modern experience it has become clear that business-as-usual approaches for managing coral reefs are no longer sufficient. Without a step change, we are on a trajectory that could see the world lose many of its coral reefs, literally before our eyes.



Great Barrier Reef Foundation Project Focus

With this as the backdrop, GBRF has recently revitalised its strategic project portfolio. Over the next decade we will focus on bigger projects with bolder ambitions across three key areas:

Resilience



Boosting the Reef's resilience so it can bounce back from and survive challenges like a changing climate and water quality issues. We're buying the Reef time while the world works to meet the Paris Agreement.

Restoration



Discovering new ways to restore reefs, to help them recover faster and rebuild, to ensure their continuing survival.

Innovation



Seeking game-changing breakthroughs and piloting new techniques by bringing together the best and brightest minds from different fields to deliver creative solutions.

Examples of two current GBRF projects – Resilient Reefs, and Reef Restoration & Adaptation – are provided below.

To read more about our other projects such as sequencing and publishing the genomes of nine reef-building corals, restoring the world's largest remaining green turtle rookery, developing the most comprehensive real time information and reporting system for the Great Barrier Reef and our recent successful pilot of a novel surface film technology for shading coral reefs please visit: www.barrierreef.org

For further information please contact Theresa Fyffe, Executive Director Projects & Partnerships, tfyffe@barrierreef.org



Project Snapshot: Resilient Reefs

Building resilience is the new imperative for coral reef management. *Resilient Reefs* is a bold initiative that responds to this need.

“
In the words of the managers of the world’s largest coral reef, “While the Great Barrier Reef has changed over decades, the accelerating change over the last two years raises particularly important questions about our current approach to management. We are entering a new paradigm of marine park management that will require greater innovation to support resilience of the Reef. Management and decision-making needs to be forward-looking, responsive and flexible to address the rapidly changing landscape of risk. Importantly, innovation, adaptability and resilience need to be institutionalised through adoption of a resilience-based management approach.”

The Great Barrier Reef Marine Park Authority Resilience Summit, May 2017

Resilient Reefs Approach

Coral reef resilience is the capacity of coral reef ecosystems and the individuals, businesses and communities that depend upon them to survive, adapt and thrive regardless of the stresses and shocks they experience.

Building resilience is not new, and individual efforts already underway are demonstrating encouraging progress in improving resilience at local scales. *Resilient Reefs* goes one step further by catalysing a global network of resilience leaders across the world’s most treasured coral reefs sites to develop and pilot a model for resilience-based management at five World Heritage-listed coral reef sites, through:

- **strategic resilience planning** – co-creating a Resilience Strategy with coral reef managers and local communities, customized to the unique needs and conditions of each site; and
- **coordinated local actions** – identifying, prioritizing, adapting and scaling existing actions and new solutions generated through resilience innovation exchanges.

Resilient Reefs is taking a fresh approach. Combining proven resilience-building models from other domains (e.g. 100 Resilient Cities pioneered by the Rockefeller Foundation) in partnership with proven implementation partners, Resilient Reefs will develop the first fully integrated and transferable model for institutionalising resilience-based management for coral reefs and the communities they support.

World Heritage

World Heritage-listed coral reef sites are the jewels in the crown of the world’s coral reefs. A World Heritage listing demonstrates a site’s ecological significance, outstanding universal value, exceptional biodiversity and natural beauty.

Resilient Reefs addresses a call to action from World Heritage Marine Managers:

“
All World Heritage Marine sites urgently require a comprehensive and sustained program of action aimed at building resilience to give them their best chance to survive in the long-term.”

The Future of the World Heritage Convention for Marine Conservation, UNESCO WH Marine Centre, Sep 2016.

Five World Heritage-listed coral reef sites have been selected for the *Resilient Reefs* leadership pilot: Australia’s Great Barrier Reef and Ningaloo Reef, Palau’s Rock Islands, the Belize Barrier Reef, and the Lagoons of New Caledonia.



World Heritage coral reefs and priority project sites



1. Great Barrier Reef - Australia
2. Ningaloo Coast - Australia
3. Lagoons Of New Caledonia: Reef Diversity and Associated Ecosystems - France
4. Belize Barrier Reef Reserve System - Belize
5. Rock Islands Southern Lagoon - Palau
6. Papahānaumokuākea - USA
7. Tubbataha Reefs Natural Park - Philippines
8. Coiba National Park and its Special Zone of Marine Protection - Panama
9. Socotra Archipelago - Yemen
10. Komodo National Park - Indonesia/Sanganeb Marine National Park and Dungonab Bay - Mukkawar Island
11. Marine National Park - Sudan
12. East Rennell - Solomon Islands
13. Aldabra Atoll - Seychelles
14. Phoenix Islands Protected Area (PIPA) - Kiribati
15. Sian Ka'an - Mexico

Through \$AU12.5 million support from the BHP Billiton Foundation's Environmental Resilience Global Signature Program, the Great Barrier Reef Foundation has secured funding for a four year program across five World Heritage-listed coral reefs.

Project Partners

Resilient Reefs brings together key partners behind a common goal to achieve lasting change. Key implementation partners include:

- UNESCO World Heritage Marine Programme
- The Rockefeller Foundation
- The International Coral Reef Initiative
- The Nature Conservancy's Reef Resilience Network
- The International Union for Conservation of Nature
- AECOM Australia
- Reef Ecologic
- Management authorities at the five pilot sites

Ultimately, *Resilient Reefs* will demonstrate the value of local actions to build resilience and inspire and influence the wider global coral reef community to get involved.

Enduring Impact

The result of Resilient Reefs will be to build the resilience of coral reefs; to give them, and the communities that depend on them, the tools to adapt and achieve environmental outcomes in the face of unprecedented change and uncertainty. Resilient Reefs therefore seeks to:

- deliver a high-impact, enduring intervention in this area of international significance;
- engage with the people who live in this landscape to build their capacity and support their livelihoods;
- pilot new approaches towards environmental resilience and share learnings; and
- develop replicable environmental policy frameworks to advance the future of conservation.

Securing the future for coral reefs is not a simple task, nor a certain outcome. *Resilient Reefs* works with the realities faced by coral reefs, their communities and their management organisations to transition from despair to empowerment; from vulnerability to resilience.



Project Snapshot: Reef Restoration & Adaptation

A consortium of Australia's leading reef science institutions, reef management agencies and not-for-profits have come together to address one of the most urgent environmental issues of our time. Our ambition is simple: to be able to rebuild coral reefs at scale, to maintain ecological function and protect their social, economic and iconic value in the face of global climate change.

Achieving this will be an enormous intellectual and organizational challenge – the ecological equivalent of getting to the moon – but it can be done. This anticipated ten-year research and development program will focus on removing known roadblocks to restoration success, creating a suite of tools that can be deployed to undertake large-scale recovery, restoration and adaptation of coral reefs.

While there are a number reef restoration efforts around the world there is still an unmet need for a sustained and sufficiently funded commitment to develop long-term solutions. By empowering a global network of practitioners, scientists, field managers and engineers with a reliable, long-term funding base, we can unlock the bottlenecks that have hampered previous efforts.

But the window for action is now, while there is still enough diversity to preserve and restore.

Program Approach

The Reef Restoration and Adaptation Program will focus on four key solution areas:

- Next generation corals for tomorrow's reefs – developing thermal tolerance within a reef is key to survival under future climatic conditions. This could include translocating existing corals with elevated temperature resistance, selective breeding, assisted evolution and gene modification.
- Biological support to accelerate natural recovery - such as modification of reef substrate to enhance coral recruitment (e.g. developing novel surfaces, 3D printed reefs) or facilitating recovery of bleached corals.
- Active restoration at reef-scale - such as cost-effective production and deployment of coral larvae or 'seed-stock' of key species providing ecological function.
- Reef-scale physical environment adjustments - to reduce the exposure of corals to acute environmental stress events, such as shading or cooling solutions.

This highly ambitious program is likely to require hundreds of millions of dollars over at least a ten-year timeframe. To aid with the design of such a highly complex initiative the Australian Government has provided funding for an 18-month scoping and planning phase to:

- Better understand forecast reef declines as global temperature increases, and the corresponding types and scales of possible interventions required to maintain high value reef functions.
- Undertake preliminary design and costing for the research and development and subsequent deployment phases of possible intervention concepts.
- Understand ecological, economic and social risk and acceptability.
- Develop the required governance framework and global partnerships to fund and deliver the required research and development program.



Project Partners

Current partners in the scoping phase of the initiative include the Great Barrier Reef Foundation, the Australian Institute of Marine Science, CSIRO, James Cook University, University of Queensland, Queensland University of Technology, the Great Barrier Reef Marine Park Authority and researchers from many other organizations.

However, the larger program will need to be a global effort if it is to achieve the ambitious goals it has set, building on existing know-how and partnerships from around the world. To ensure global relevance and knowledge transfer, the program partners are engaged with experts globally and have strong support from organisations such as NOAA, National Academy of Sciences, California Academy of Sciences, and The Nature Conservancy.

The Role of the Great Barrier Reef Foundation

The Great Barrier Reef Foundation is one of three founding partners of this initiative, along with AIMS and the Great Barrier Reef Marine Park Authority. GBRF's role is to lead fundraising efforts, international engagement and strategic communication.

Enduring Impact

The Reef Restoration and Adaptation Program is an audacious program that aims to create a suite of tools for helping coral reefs adapt, resist and recover from future impacts of climate change.

To be impactful these tools must:

- a) Protect key ecological functions and economic and social values of coral reefs;
- b) Be logistically feasible to deploy at scale;
- c) Be at a price point that it is affordable to deploy across entire reefscapes.

Achieving this will require us to challenge assumptions of what is possible, seek solutions from well beyond the marine science domain and create an entrepreneur-friendly environment. It will require bold investments from government, the private sector and philanthropy. But together, we can make this program a reality and shift the needle towards a more positive future for coral reefs and all those that depend upon them.





Great Barrier Reef Foundation

Level 13, 300 Ann St, Brisbane QLD 4000
p • +61 7 3252 7555 w • barrierreef.org

GBRF PROJECT SUMMARY

A summary of key achievements in 2017 are provided below.

Reef Restoration

Together with Australia's leading reef management and science institutions GBRF has been instrumental in Reef Restoration being declared as a National Mission for Australia by Australia's leading Innovation group – Innovation & Science Australia, and have supported AIMS and CSIRO in developing a definition phase plan and broader program vision.

Partners: AIMS, CSIRO, GBRMPA, QUT, UQ, JCU

Raine Island

In 2017 GBRF funded a major program of engineering works at Raine Island, the world's largest Green Turtle rookery, which has resulted in an increase in the total available nesting area on the island by 20%.

Partners: Queensland Government, GBRMPA, Traditional Owner groups from Cape York and Torres Strait.

eReefs

eReefs is accepted by scientists, managers and policy-makers as a vital and robust set of tools for reef water quality and climate change planning and reporting. eReefs is now being used to generate the Reef Water Quality Report Cards, to define the latest round of Reef water quality targets and is being used for the 2019 Outlook Report. A long-term sustainable operating model is being finalised and will be ready for implementation in 2018

Partners: AIMS, CSIRO, BOM, Australian Government, Queensland Government

Resilience Mapping

GBRF has overseen the delivery of the most comprehensive and robust resilience mapping tool for the Great Barrier Reef which has identified the reefs most important for kick-starting recovery in the Northern GBR, and those at which Crown of Thorns Starfish control should be directed.

GBRMPA sees the tool as a vital input and potential prototype for RIMREP.

Partners: UQ, AIMS, JCU, CSIRO, GBRMPA

Sea-quence

GBRF publicly released the highest quality and largest ever coral genome dataset which includes 9 coral, 3 symbiodinium and 57 microbial genomes.

Partners: AIMS, JCU, ANU, UQ, GBRMPA, BioPlatforms Australia

RangerBot

We have reduced the cost of producing the RangerBot eight fold (from \$72k to \$9k) making it one of the most cost-effective autonomous underwater vehicles available. Five prototype RangerBots will be ready for testing in early 2018.

Partners: QUT

Ocean Acidification

All data from our ocean acidification projects (including Future Reef with Rio Tinto) has been incorporated into eReefs to skills test the eReefs biogeochemical model. This has demonstrated that eReefs delivers highly accurate ocean acidification outputs (correlation between modelled and monitoring data is high) which is vital for linking model outputs to ecological impacts. Researchers at AIMS and CSIRO are collaborating on an Ocean Acidification Synthesis Report – pitched at a general audience- to be launched in early 2018.

Partners: CSIRO, AIMS

Resilient Reefs – BHP Billiton Foundation

Still to be announced. GBRF has secured \$12.5M from the BHP Billiton Foundation, for our first ever global project,

Reef Islands

This project will focus on implementing a range of on-ground and in-water activities to preserve and restore one of the GBR's most precious places. Rated as outstanding for its biodiversity and conservation values LEI is home to the largest aggregation of marine megafauna on the GBR, is one of the most significant seabird nesting sites on the GBR, is and due to its location is considered to be an important climate refuge for the future.

Partners: Australian Government, Lendlease, Queensland Government, Fitzgerald Family Foundation

Successful pilot projects

- Funded and overseen the first ever successful larval reseedling trial on the Great Barrier Reef – Sunshine Coast University
- Proven that surface films are effective at attenuating light and therefore have the potential to reduce bleaching risk – Uni Melb, AIMS
- Through a collaboration with the Smithsonian Institute and Taronga Zoo, GBRF has successfully cryopreserved 7 species of GBR coral from both northern and southern GBR populations, ensuring we have a broad range of genetic diversity amongst banked samples.

s22

From: s22
Sent: Monday, 23 April 2018 7:17 AM
To: 'Theresa Fyffe'
Subject: RE: Today [SEC=UNCLASSIFIED]

Yep that's fine – give me a call when you arrive and we can get you a pass

From: Theresa Fyffe [<mailto:tfyffe@barrierreef.org>]
Sent: Monday, 23 April 2018 7:16 AM
To: s22
Subject: Today

Hi s22
I'm planning on working in your offices all day today and tomorrow and arriving at about 9am this morning.

Just checking this is still ok?

Thanks
Theresa

Theresa Fyffe
Executive Director Projects & Partnerships | Great Barrier Reef Foundation

d + 61 7 3064 0872 | m s47F | e tfyffe@barrierreef.org | barrierreef.org
Level 13, [300 Ann Street, Brisbane QLD 4000](#) | [PO Box 2725, Fortitude Valley BC, QLD 4006](#)



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s22

From: Theresa Fyffe <tfyffe@barrierreef.org>
Sent: Tuesday, 24 April 2018 9:13 AM
To: s22
Subject: Collect me from reception?

Good morning! I've had to give back my Gbrmpa pass so I am needing to be escorted around today.... just wondering if someone could collect me from reception?

Thanks
Theresa

Theresa Fyffe

Executive Director Projects & Partnerships | Great Barrier Reef Foundation

d +61 7 3064 0872 | **m** s47F | **e** tfyffe@barrierreef.org | barrierreef.org
Level 13, [300 Ann Street, Brisbane QLD 4000](#) | [PO Box 2725, Fortitude Valley BC, QLD 4006](#)



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s22

From: Anna Marsden <amarsden@barrierreef.org>
Sent: Friday, 27 April 2018 11:11 AM
To: s22
Cc: Callister, Deb; s22
Subject: RE: Letter from Minister Frydenberg [SEC=UNCLASSIFIED]
Attachments: Letter to Minister Frydenberg 260418.pdf

Dear s22

Please find attached a letter from our Chairman to the Minister. We held a Board meeting last night and everything has been approved so we are all set for the weekend.

Best
Anna

From: s22 @environment.gov.au]
Sent: Thursday, 26 April 2018 4:35 PM
To: Anna Marsden
Subject: RE: Letter from Minister Frydenberg [SEC=UNCLASSIFIED]

Thanks Anna – that’s great

From: Anna Marsden [mailto:amarsden@barrierreef.org]
Sent: Tuesday, 24 April 2018 6:21 PM
To: s22 @environment.gov.au>
Cc: Callister, Deb <Deb.Callister@environment.gov.au>; s22 @environment.gov.au>; s22 @environment.gov.au>; tfyffe@barrierreef.org <'tfyffe@barrierreef.org'>
Subject: Re: Letter from Minister Frydenberg [DLM=Sensitive]

Thanks s22 We have a board meeting on Thursday evening and I anticipate being able to send you a response from John following that meeting

Best
Anna

Sent from my iPhone

On 24 Apr 2018, at 5:08 pm, s22 @environment.gov.au> wrote:

Hi Anna,

Please see attached the letter from Minister Frydenberg to Dr John Schubert and the collaboration principles. Could you please provide these to Dr Schubert?

Kind regards

s22

Department of the Environment and Energy

Reef 2050 Section / Heritage, Reef and Marine Division
GPO Box 787 Canberra ACT 2601
T: +61 2 6274 522 [\[REDACTED\]@environment.gov.au](mailto: [REDACTED]@environment.gov.au)

Please consider the environment before printing this email.



**THE HON JOSH FRYDENBERG MP
MINISTER FOR THE ENVIRONMENT AND ENERGY**

Commercial-in-Confidence

Dr John M Schubert AO
Chairman, Great Barrier Reef Foundation
PO BOX 2725
FORTITUDE VALLEY BC, QLD, 4006

MS18-900202

22 APR 2018

Dear Dr Schubert

The Great Barrier Reef Foundation is a trusted partner of the Australian Government with a proven track record of successfully delivering projects that protect and preserve the Great Barrier Reef. I welcome the opportunity to establish a new partnership between the Reef Trust and the Foundation.

Attached to this letter are preliminary collaboration principles which we believe can form the basis for developing that proposed new partnership.

I look forward to the Foundation confirming its intent to progress negotiations with a view to the parties agreeing a new grant agreement that establishes a productive partnership for the delivery of positive outcomes for our Great Barrier Reef. As you would be aware, the formal offer of any Australian Government funds for this proposed new partnership is dependent on the parties successfully negotiating and executing that new grant agreement.

Yours sincerely

JOSH FRYDENBERG

Enc Reef Trust – Great Barrier Reef Foundation Partnership – Collaboration Principles

Reef Trust - Great Barrier Reef Foundation Partnership – Collaboration Principles

1. Intent

- 1.1. For the Australian Government, through the Reef Trust, and the Great Barrier Reef Foundation, to enter into a partnership to implement Great Barrier Reef protection activities aligned with the Reef 2050 Plan as amended from time to time.
- 1.2. The partnership would include an initial grant of \$443.3 million from the Reef Trust paid in full this financial year (outside the General Government Sector) for delivery of outcomes over the following six years inclusive of 2023-24.
- 1.3. Expenditure under the partnership will build on existing government investment in Great Barrier Reef protection and take into account existing government programs.
- 1.4. Components of the grant are (with the understanding that amounts are indicative and could transfer between components, subject to agreement):
 - a) Addressing water quality improvement targets (\$200 million)
 - b) Expanding efforts to control Crown-of-thorns Starfish (\$58 million)
 - c) Conduct and implementation of science for Reef restoration and adaptation (\$100 million)
 - d) Improving Reef health monitoring and reporting (\$40 million)
 - e) Engaging Traditional Owners and the broader community (\$22 million)
- 1.5. Further payments from the Reef Trust may be made over the life of the partnership.
- 1.6. Administration funding is proposed to be approximately 10 per cent of the value of the grant. This will include a direct payment of \$22.5 million, supplemented by the interest earned on the funding. It is expected that administration costs will vary across the life of the grant in line with the ramp up of the partnership's implementation.

2. Principles

Intended outcomes/definition of success

- 2.1. Similar to existing Reef Trust arrangements, outcomes will be informed by the Reef 2050 Plan and Investment Framework, Reef Water Quality Improvement Plan, Scientific Consensus Statement on water quality, the Integrated Monitoring and Reporting Strategy and the Reef Trust objectives, outcomes and investment principles as amended from time to time.
- 2.2. Clear outcome-based performance measures will be negotiated and agreed in the first six months of the partnership and will draw on insights from the ANAO Report 'Reef Trust – Design and Implementation' <https://www.anao.gov.au/work/performance-audit/reef-trust-design-and-implementation>.

Governance and decision making

- 2.3. The arrangement will be governed by a funding agreement between the Foundation and the Department of the Environment and Energy which will be consistent with PGPA Act requirements and the Commonwealth Grant Rules and Guidelines (CGRGs). This includes ensuring value for money and the highest ethical standards.
- 2.4. The agreement will require the Foundation to implement a robust governance framework, including appropriate financial management, fraud control, risk management, quality control and

COMMERCIAL IN CONFIDENCE

WH&S measures. This will need to be developed using appropriate expert advice and resource planning to ensure scale-up of financial and administrative arrangements are appropriate.

- 2.5. The Foundation will develop an Investment Strategy and Annual Activity Plans, including priority activities and outcomes (against Reef 2050 Plan and related catchment targets), informed by consultation with advisory bodies and relevant Government agencies.
- 2.6. The Foundation will consult with the Great Barrier Reef Ministerial Forum on the Investment Strategy and Annual Activity Plans and provide updates on progress.
- 2.7. Consideration will need to be given to the Department of the Environment and Energy's role in developing and supporting governance arrangements of the Foundation to take account of the impact of the proposed grant on the Foundation's existing arrangements. For instance, a potential position as an observer on the Foundation's board and representation on the Partnership Program Management Committee.
- 2.8. It is intended that GBRMPA will maintain representation on the Foundation's Board and potentially have representation on the Partnership Program Management Committee.

Stakeholder engagement

- 2.9. Implementation of the grant will require close collaboration in the design and delivery of Reef investment activities with relevant Government agencies, key advisory bodies (e.g. Independent Expert Panel and Reef Advisory Committee), delivery partners and technical experts.
- 2.10. Consideration will need to be given to the interaction and roles of key advisory bodies in providing strategic advice and input into investment proposals. Arrangements will need to be practical and effective in delivering the best available scientific and expert advice. Advice will not be required to be sought from advisory bodies on individual project investments, unless the Foundation wishes to do so on a case by case basis.

Risk management

- 2.11. The rapid increase in operational scale for the Foundation poses significant capacity, governance and capability challenges. The Department and GBRMPA have capacity to assist the Foundation during the start-up phase, for example the potential secondment of staff to the Foundation.
- 2.12. The start-up phase could potentially delay delivery of on-ground projects, leading to loss of local capacity and momentum. The Department has capacity to assist the Foundation to implement transition arrangements while organisational capacity is being increased.
- 2.13. Activities funded through the Foundation will include on-ground or 'in-water' works (e.g. diving) with inherent safety risks. The Foundation will be required to ensure it has appropriate arrangements to manage any WHS risks that arise from the funding activities.

Reporting

- 2.14. Reporting of outcomes through existing processes (e.g. MERIT, Paddock to Reef and RIMREP).
- 2.15. Annual audited financial reporting and biannual progress reports, as per standard grant agreements.
- 2.16. Data sets generated through project investments will be made publicly available, as per standard grant agreements.

Public Communications

- 2.17. A commitment to work collaboratively on strategic communications opportunities and individual project announcements, acknowledge the Australian Government's financial commitment and

also GBRMPA's partnership contribution where the focus of activity is in the Great Barrier Reef Marine Park, and to using Reef Trust branding in all partnership materials.

Leveraging co-funding

- 2.18. The Foundation will be asked to develop a plan for generating private and philanthropic investment including setting of targets for co-funding.



Great Barrier
Reef Foundation

26 April 2018

The Hon. Josh Frydenberg MP
Minister for the Environment and Energy
PO Box 6022
House of Representatives
Parliament House
Canberra ACT 2600

Dear Minister,

I was delighted to receive your letter of 22 April 2018 inviting the Great Barrier Reef Foundation to establish a new partnership with the Reef Trust to implement Great Barrier Reef protection activities aligned with the Reef 2050 Plan.

The Board of the Great Barrier Reef Foundation has met and considered the preliminary collaboration principles and I am delighted to confirm there was agreement to progress the development and execution of a formal partnership and agreement with the Australian Government.

The Board and I recognise the landmark opportunity this partnership presents for the outlook of the Great Barrier Reef, for the implementation of the Reef 2050 Plan and for our Foundation. This scale of investment in coral reef protection has not been made anywhere else in the world and we are confident it will be a catalyst for deeper engagement and participation by philanthropists and the private sector.

The Great Barrier Reef Foundation is honoured to be entrusted with this investment and we look forward to working with our conservation partners, our partners across tourism, science, fishing and farming and with Traditional Owners along the length of the Reef to make a difference.

Yours sincerely

A handwritten signature in black ink, appearing to read 'John Schubert', enclosed in a thin black rectangular border.

Dr John Schubert, AO
Chairman

s22

From: s22

Sent: Friday, 27 April 2018 2:30 PM

To: 'Louise Sturgess' <lsturgess@barrierreef.org>; Lisa Pennisi <Lisa.Pennisi@gbrmpa.gov.au>

Subject: FW: Final Reef pdf [SEC=UNCLASSIFIED]

Hi ..here's the final brochure!

At this stage the event will be a semi formal media event outside at the Reef Terminal- possibly having formalities on a COTS boat followed by media doorstep, but that's to be confirmed. If you could bring your foundation pull up banner it'd be great – GBRMPA will have a couple of banners as well.

Russell Reichelt will probably MC, and we are hoping Ministers Bishop and Frydenberg will both be speaking before Dr Schubert.

GBRMPA has found two Reef Guardian children to come along, and we may even have a COTS boat to inspect, so a bit of colour and movement.

Haven't seen the final media release yet.

Don't hesitate to ring if you need to check anything.

Cheers and thanks for both of your help.

s22

Senior Director Media and Strategic Communications
Communications Innovations and Partnerships Branch
Department of the Environment and Energy

02 6274 s22 s22

s22 @environment.gov.au





Australian Government

Great Barrier Reef Partnerships for the future

The World Heritage-listed Great Barrier Reef is the planet's greatest living wonder. A vibrant, resilient ecosystem, it supports 64,000 jobs and contributes an estimated \$6.4 billion to our economy.

\$500 million boost for Reef protection

Like reefs all over the world, the Great Barrier Reef is under pressure. A big challenge demands a big response and, during the International Year of the Reef 2018, the Australian Government is investing an additional **half a billion dollars** in its health and resilience.

It's the Australian Government's **largest ever single** investment in reef protection, aiming to spark new and innovative responses from private investors and philanthropists.

It will build on the Australian and Queensland governments' \$2 billion Reef 2050 Plan, which is based on the best available science, draws on 40 years of analysis and is underpinned by the Great Barrier Reef Marine Park Authority's strong management.

This is an investment not only in the future of the Great Barrier Reef, but also in **Australian jobs** and **our economy** as the Reef attracts tourists from all over the world.

It reinforces the environmental, economic, social and cultural importance of the Great Barrier Reef and that there is **a role for everyone** in protecting it for generations to come.

Great Barrier Reef Foundation Partnership for the Reef

At the centre of this new investment is a **\$444 million partnership** with the Great Barrier Reef Foundation, a lead charity for the Great Barrier Reef. It includes:

- \$201 million to **address water quality** by further improving farming practices, reducing fertiliser use and increasing the uptake of new technology and land management practices.
- \$100 million to **harness the best science** in the implementation reef restoration and adaptation and to fund innovative projects that support Reef resilience.
- \$58 million to expand efforts in the **fight against the coral-eating crown-of-thorns starfish**.
- \$45 million to support the other work of the Foundation, in particular increasing **community engagement** in reef protection through activities such as supporting Indigenous traditional knowledge for sea country management, coastal clean-up days and awareness raising activities.
- \$40 million to improve Reef health **monitoring and reporting** that tracks progress and informs better management.

Boost for Reef management

Additionally, the Great Barrier Reef Marine Park Authority and the Department of the Environment and Energy will be boosted with \$56 million over five years to expand **environmental management** and **compliance operations** and support this significant additional investment in the Reef.

The Authority's future funding has also been secured with an additional \$10 million each year from 2022–23 to continue its expanded activities across the World Heritage Area.



Reef facts



- one of the richest and most diverse natural ecosystems on Earth
- inscribed on the World Heritage List in 1981 for its unique natural attributes
- covers an area of 348,000 square kilometres
- consists of more than 900 islands

It supports:



2500 coral reefs



400 species of coral



1500 species of fish



Six of the world's seven species of marine turtle



30 species of whales and dolphins



240 species of birds

Jobs, economy and tourism

The Great Barrier Reef is estimated by Deloitte Access Economics to support 39,000 direct and 25,000 indirect jobs in Australia¹. Nearly 90 per cent of its economic contribution is through tourism, which is worth \$5.7 billion and 59,000 jobs, followed by fishing, recreation and scientific research.

In Queensland alone, the Reef contributes \$3.9 billion and 33,000 jobs to the economy – with \$2.9 billion and 24,000 jobs supporting communities within the Great Barrier Reef Region itself. Most visitors to the Reef are holiday makers, who spent half of the 26 million visitor nights spent in the region in 2015–16. Others were people travelling to visit friends and relatives (22 per cent), for business (15 per cent) and other purposes such as education (13 per cent).

Tourism has great flow-on effects, providing indirect employment in retail and service industries along the Queensland coast.

As a precious World Heritage Area, the Great Barrier Reef provides social, cultural and even iconic value to those who may not ever visit it or directly use it, which makes its protection even more important.

The Great Barrier Reef's economic contribution to Australia

- **\$6.4 billion** and **64,000 jobs**
- Tourism **\$5.7 billion** and **59,000 jobs**
- Fishing **\$162 million** and **814 jobs**
- Recreation **\$346 million** and **3,281 jobs**
- Scientific research **\$182 million** and **970 jobs**



¹ Deloitte Access Economics, *At what price? The economic, social and icon value of the Great Barrier Reef, 2015–16*



Photo: Project Catalyst saw 70 sugarcane growers partner with natural resource management groups, the Australian Government, WWF and the Coca-Cola Foundation to address runoff from farms.

Building resilience

The Great Barrier Reef is at risk from a range of sources including climate change, causing coral bleaching and more frequent and severe cyclones. Now more than ever it is important to reduce pressures on the Reef such as poor water quality and outbreaks of coral eating crown-of-thorns starfish.

Much is already being done, including through development of a ground-breaking blueprint for resilience which builds on existing management arrangements to protect the Great Barrier Reef. This blueprint, the result of an international Reef summit outlines a collaborative partnership approach to giving the entire Great Barrier Reef ecosystem its best chance of coping with the challenges ahead.

Improving water quality

When water carries increased loads of sediment, nutrients and pesticides from land catchments into the Reef, it damages the Reef and affects its ability to withstand disturbances and recover from climate change events. Farmers, however, are rising to the challenge, with more than one million hectares of grazing land, 67,000 hectares of sugarcane land and 8,630 hectares of banana production in Reef catchments now accredited to Best Management Practice Standards.

The Australian and Queensland Governments invested \$763 million from 2013–2022 in improving the quality of water entering the Reef.

The Great Barrier Reef Foundation will use \$200 million of the new investment to accelerate efforts to improve land management practices in Reef catchments.

Work is also being done to recover gullies and streambanks and stop erosion of sediment in Reef catchments. For example, Cape York Natural Resource Management is partnering with Indigenous land managers to manage significant erosion on grazing land in the Normanby catchment with fencing, revegetation and landscape engineering of gullies as well as training in erosion control.

Tackling crown-of-thorns starfish

Crown-of-thorns starfish are a **coral-eating predator** that in plague proportions can cause huge coral loss, driving coral decline on a scale comparable to cyclones and severe bleaching events. Thanks to technological developments crown-of-thorns starfish outbreaks can be better predicted and controlled.

Populations can be reduced by **active culling** to keep large areas of living coral alive. More than 620,000 starfish have been culled so far to maintain high levels of coral covers on 57 high value reefs in the Cairns region.

The new **\$58 million** investment will expand control of crown-of-thorns starfish, increasing the protection of coral critical to reef resilience and recovery.

Putting science to work

Already, the Great Barrier Reef Foundation, with the Queensland University of Technology and Google, are developing vision-enabled underwater '**RangerBots**' to see and safely inject the starfish autonomously while taking vital coral health and water measurements.

Science and research is at the centre of all our efforts to improve the Reef's resilience and improve water quality. This includes **59 research projects** by the National Environmental Science Program's Tropical Water Hub since 2014.

In January 2018 the Australian Government invested \$6 million for the Australian Institute of Marine Science and the CSIRO to scope and design a program of research and development in coral reef restoration.

This new investment of \$100 million will boost innovation in reef restoration and adaptation.



Photo: Reducing the potential for future crown-of-thorns starfish outbreaks and reducing the impacts of current outbreaks through targeted starfish control is one of the most scalable and feasible actions for reducing coral mortality and preventing further declines in system resilience.



Photo: The Raine Island Recovery Project to restore the world's largest nesting ground for endangered green turtles involves the Wuthathi Nation from Eastern Cape York and the Kemer Kemer Meriam Nation (Ugar, Mer, Erub) from the Torres Strait working with government agencies, BHP and the Great Barrier Reef Foundation.

Meanwhile Reef Blitz gives everyone an opportunity to give the Reef a helping hand, from beach and creek clean ups on land, to coral, reef and seagrass cruises on the water.



Inspiring business support

Private investors and philanthropists have shown they are keen to take up the **opportunities for partnerships** presented under the Reef 2050 Plan and the Australian Government's Reef Trust. For example, the Trust's work with MSF Sugar Ltd on land management practices has seen an initial investment of \$4.5 million almost trebled with a \$12.8 million contribution from the sugar mill owner.

The Great Barrier Reef Foundation has significant experience **leading the collaboration** of business, science, government, philanthropy and communities – groups who may not otherwise come together – for the benefit of the Reef. For example, the new \$14 million Reef Islands Initiative brings together global property company Lendlease, the Australian and Queensland governments, and a private philanthropist to establish a network of critical climate change refuges on five Great Barrier Reef islands.

Communities and Traditional Owners protecting the Reef

The Great Barrier Reef includes 17 councils, covering 300,000 square kilometres and almost **900,000** people, and Reef communities and Traditional Owners play a crucial role in reef protection.

The **Reef Guardian program** supports the good work schools, communities and industries do to protect the Great Barrier Reef. For example, more than 270 schools, 7,400 teachers and 120,000 students are involved in building reef resilience.

At least **\$22 million** in new funding will boost their engagement including increasing compliance and enforcement **action against poaching** and greater involvement in **sea country management**.

Tracking our progress

Formal monitoring and reporting against the priorities in the Reef 2050 Plan is a top priority for the Australian and Queensland governments and includes annual reporting. The Great Barrier Reef Marine Park Authority assesses the Reef's health with a five-yearly Outlook Report.

Visitors can help through monitoring and assessment programs like the Great Barrier Reef Marine Park Authority's Eye on the Reef. With \$40 million in new investment, the Great Barrier Reef Foundation will engage new partners and build on the great work already happening in collecting valuable information about reef health, marine animals and incidents. It will bring to life the Integrated Monitoring and Reporting Program, including eReefs, to support better management and public awareness.

Support for marine park management

There has never been a greater need to increase our field management of the Reef, extending our reach further and wider to protect reef and island habitats. For almost 40 years the Great Barrier Reef Marine Park Authority in partnership with the Queensland Parks and Wildlife Service has operated the Joint Field Management Program to deliver essential marine park management activities.

The new investment includes \$43 million over six years and \$10 million each year beyond to strengthen the program, delivering practical conservation, checking for changes on the Reef, responding to incidents, welcoming visitors and upholding compliance across the far reaches of the Great Barrier Reef World Heritage Area.



About The Great Barrier Reef Foundation

The Great Barrier Reef Foundation is a **lead charity** for the Great Barrier Reef, funding solutions through science, technology, engineering and action to ensure its long-term conservation. It leads the collaboration of business, science, government and philanthropy to create **enduring strategic partnerships**, having generated around \$80 million from private and philanthropic sources.

From restoring the world's largest green turtle nesting ground, unlocking the complete genetic code for corals and developing the world-first eReefs monitoring and forecasting system, to piloting innovations like an ultra-thin sun shield for the Reef and restoring coral reefs with baby coral larvae (like IVF for coral) – every project funded by the Foundation helps fill gaps in our **Reef knowledge and management**.

About the Reef 2050 Plan

The Reef 2050 Plan is the centrepiece of Australia's efforts to **build the resilience** of the Great Barrier Reef. Delivered jointly by the Australian and Queensland governments, it guides management of the Reef through a **science-based approach** that enables strategies and actions to be adjusted based on the most up-to-date information.

The plan is **implemented in partnership** with Traditional Owners, industry, scientists and the wider community. It is **underpinned by established governance arrangements**, supported by advisory bodies that provide the Australian and Queensland governments with advice on scientific, economic and community matters relating to the Great Barrier Reef.

How can you help?

Together we can help keep this living wonder healthy for Australia and the world. To see what you can do or to find out more, visit:

- www.gbrmpa.gov.au
- www.barrierreef.org
- www.environment.gov.au/marine/gbr



s22

From: Anna Marsden <amarsden@barrierreef.org>
Sent: Monday, 16 April 2018 9:40 AM
To: s22
Subject: Agenda
Attachments: Agenda 17 April 2018.pdf

Hi s22

This is what I have provided to John, Paul and Russell

Best
A

Anna Marsden
Managing Director | Great Barrier Reef Foundation

d + 61 7 3064 0871 | m s47F | e amarsden@barrierreef.org | barrierreef.org
Level 13, 300 Ann Street, Brisbane QLD 4000 | PO Box 2725, Fortitude Valley BC, QLD 4006



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Finn Pratt Diary

9 April 2018

Clear ASL brief
Secretary's meeting with Division Heads Large Executive Conference Room, Level 1, JGB Pratt, Finn
Briefing for NSC - Finn & Charlton Finn's office, JGB Pratt, Finn
Catch up - Rob/Finn Finn's office, JGB; Pratt, Finn

Diary for Dean Knudson

9 April 2018

9 April 2018 Canberra, Australia Today 57°F/33°F Tomorrow 65°F/45°F Wednesday 59°F/31°F Search Dean Knudson - Calendar (Ctrl+E)

MONDAY

9

8 AM

9 **Company directors prep**

10

11 **11:30am - 12:00pm EST (9:30am WST) | Cameron Grebe & Dean Knudson; Phone call | Dean to contact Cameron s22 Knudson, Dean**

12 PM

1 **Secretary's meeting with Division Heads [SEC=UNCLASSIFIED]**
Large Executive Conference Room, Level 1, JGB
Pratt, Finn

2 **2:30pm - 3:30pm | EPG SES Weekly Meeting (Rachel Bacon to attend and Rob Sturgiss)**
Venue: Dean's office, JGB

3 **Knudson, Dean**

4

5 **s47F**

6

Stephen Oxley Diary

9 April 2018

The screenshot shows a calendar interface for Monday, 9 April 2018. At the top, it displays the location as Canberra, Australia, and weather forecasts for Today (10°C/4°C), Tomorrow (11°C/-1°C), and Friday (14°C/5°C). A search bar contains the text "Search Oxley, Stephen - Calendar (Ctrl-E)". The calendar grid shows a large grey area with the text "S47F" overlaid. Below the grid, there are three meeting events:

- Secretary's meeting with Division Heads [SEC=UNCLASSIFIED]**
Large Executive Conference Room, Level 1, JGB
Pratt, Finn
- 2:30pm - 3:30pm | EPG SES Weekly Meeting (Rachel Bacon to attend) [SEC=UNCLASSIFIED]**
Venue: Dean's office, JGB
Knudson, Dean
- Catch up: Stephen & David ; Stephens office ; Oxley, Stephen**

Diary entry 9 April 2018

Deb Callister

