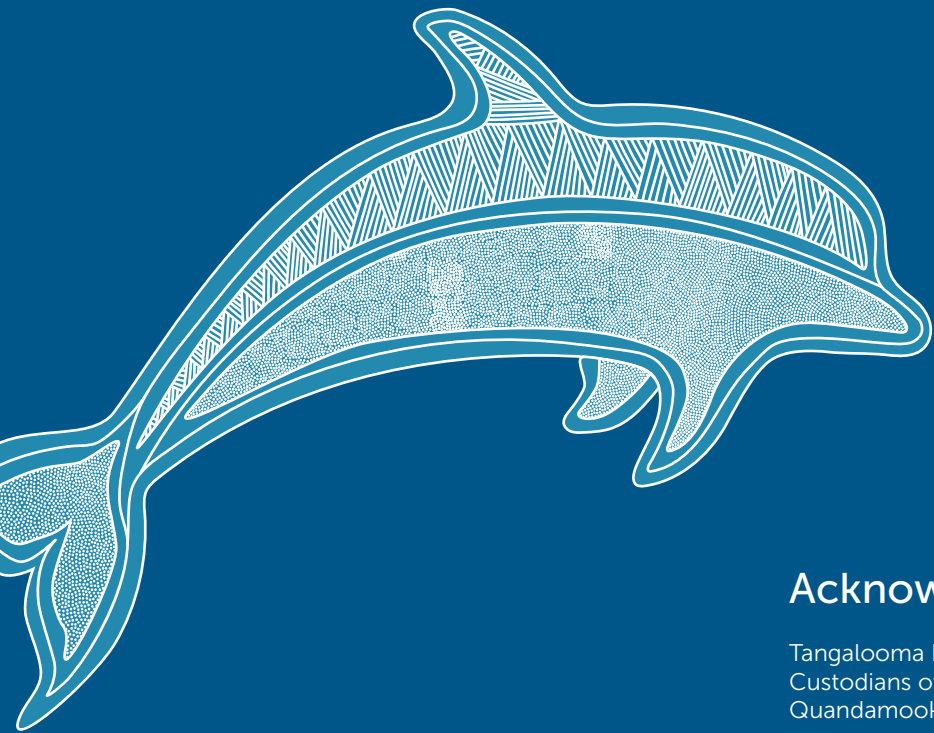




## Reflect Reconciliation Action Plan

Tangalooma Island Resort  
February 2026 - January 2027



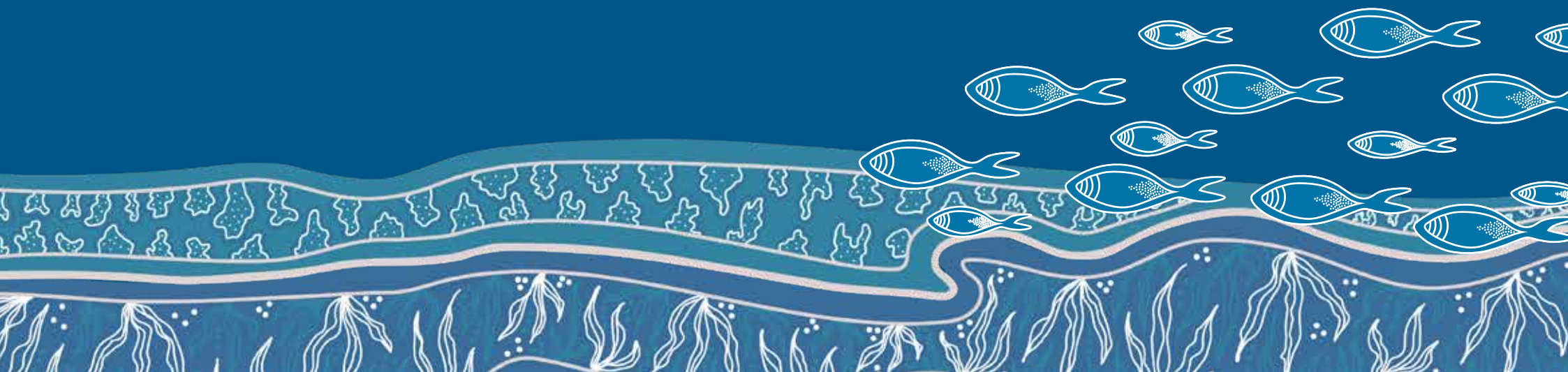


## Acknowledgement of Country

Tangalooma Island Resort acknowledges the Traditional Custodians of the land and waters on which we operate, the Quandamooka People of Mulgumpin (Moreton Island).

We pay our respects to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

We recognise the enduring connection of the Quandamooka People to the land, sea, and community - and we embrace their ongoing cultural and spiritual relationship with Country.



## FOREWARD

### By Uncle Bob Anderson

#### Reconciliation

*'A united Australia which respects this land of ours; values the Aboriginal and Torres Strait Islander heritage; and provides justice and equity for all.'*

The genesis of the Reconciliation movement followed a recommendation contained in the Aboriginal Deaths in Custody Report. It introduced a ten year process of Reconciliation in the lead up to the anniversary of the Australian Federation in 2001. Patrick Dodson, known as the 'Father of Reconciliation', was the first Chairperson of the Council for Aboriginal Reconciliation established in 1991.

In 1996, Uncle Bob Anderson was appointed Chair of the inaugural Queensland State Reconciliation Committee and the Queensland State Organisation of the Council for Aboriginal Reconciliation.





Yura,

Mulgumpin is the language name for Moreton Island.

Tangalooma is situated on Mulgumpin.

The original Custodians are the Ngugi People and we are part of the Quandamooka Nation.

My name is Gheebelum. I am a Ngugi Elder and I invite you to walk together with the Quandamooka Peoples in harmony on your journey of Reconciliation to celebrate the gifts of Yoolooburrabee.

Yoolooburrabee refers to the people of the sand and water and calls to mind the many lakes and streams that proliferate our Lands and our Seaways that bestow upon us their bounties sustaining our bodies and strengthening our spirits.

In earlier times, Tangalooma was a whaling station. Quandamooka People call the whale Yalangbilla and these days visitors come to Tangalooma to see Yalangbilla swim in its natural playground.

I encourage you to see what interests we share in common. It may be reconciliation or our love of the beautiful waters of Moreton Bay.

As Quandamooka People, we are making our journey through two systems of law yet sharing a common destiny, the ancient Laws of Indigenous Peoples and the Western Law of modern Australia.

When the concept of Reconciliation is a part of peoples' hearts and minds, the concept begins to flourish.

I wish you well as we walk together,

**Uncle Bob Anderson,**  
**Dr Robert V Anderson OAM**  
*Ngugi Elder, Quandamooka*





PHOTO: Straddie Arts Trail & Photographer, Julie Sisco



PHOTO: Straddie Arts Trail & Photographer, Julie Sisco

## About the Artist

### Mikayla-Haze Adams-Queary

I am a First Nations multidisciplinary artist and a Quandamooka woman from Minjerribah/Terrangerri (North Stradbroke Island). My practice is deeply grounded in my Country, culture and lived experiences, shaped by being raised at home on the island, in community with my family and Elders.

I work predominantly with natural fibres, dyes and shells, creating work that draws on Quandamooka traditions while allowing space for personal interpretation and contemporary expression.

My art is created from a place of connection — to my old people, my community and my identity as a Quandamooka woman. Through my work, I aim to express my truth, foster relationships and spark conversations that are not always easy to begin on their own.

My island home holds an untold history — our history. It carries trauma and grief, but also a sacred beauty that continues to exist despite it all. When I think of where I come from and truly see it, it looks different to how it is often portrayed and to why tourists visit our home. Without acknowledging the truth of this place and its people, you can never fully experience the true wonder of Minjerribah/Terrangerri.

When you encounter my work, I hope it leaves you with thoughts to sit with and reflect on as well as questions to carry. I am one half of the small Blak-owned business Budla Malu (“Two Seas”), where I also screen print, make jewellery and weave.

Everything I create is informed by my family, language and culture — values I hold especially close as a young woman and mother. I am constantly learning and evolving, with the intention of passing on all that I have gathered throughout my life to my son.

My practice is inspired by my great-great-grandmother, a renowned weaver whose work was said to be as fine as lace. I think of her often as I create, and I hope to leave this place with a legacy just as strong for my babies and their babies too, so they know who they are and where they belong to.



## Artist Statement – Mulgumpin

Mulgumpin is a layered exploration of Country, culture, and connection.

This piece acknowledges and honours my people of the saltwater and sand – the Quandamooka People – whose knowledge, stories, and custodianship continue to guide and shape my connection to this place.

The background is divided into sections, each representing an element of the island and the interconnected systems that sustain life, culture, and spirit.

Beginning at the base are the Sand Dunes, highlighting their vital role in protecting our coastlines, providing habitat for wildlife, and storing sand that shapes and stabilises the land. They are a reminder of how natural systems quietly protect and support us.

Above this are Midgin Berries, created in my own visual style as a way of moving beyond what is commonly recognised as First Nations art. The berries represent our people – nourishment, resilience, and deep connection to Country. They symbolise how culture continues to grow, adapt, and remain strong.

Next are the Pandanus Palms, which are throughout the island. They represent land and grounding – our physical and spiritual connection to Country and the way it holds our stories, memories, and identity.

Moving upward is Seagrass, reflecting the marine life that depends on Quandamooka waters for survival and livelihood. It acknowledges the delicate balance within our ocean ecosystems and the responsibility we hold to protect them.

Above this sits the Coral Reef, a crucial protector of our shores and a provider of food and shelter for marine life and people alike. It symbolises strength, abundance, and the interconnectedness of land and sea.

The next section features Shells, which hold deep cultural significance – used for food, tools, currency, beach stabilisation, and as natural art. Shells carry stories of trade, survival, creativity, and connection to the shoreline.

The second last layer represents Wind and Air, symbolising cultural indicators and seasonal change. It also reflects the sea breeze – the fresh saltwater scent that immediately tells me when I am on Country, a sensory connection that grounds me in place and memory.

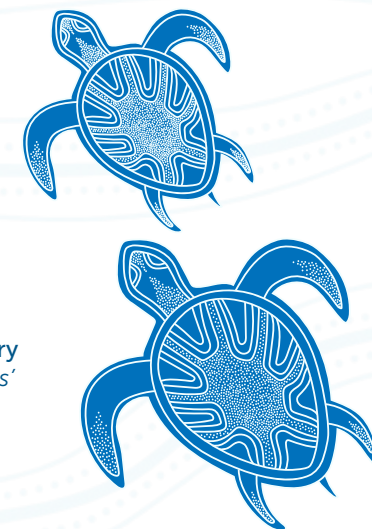
The final layer is the Stars, representing the night sky and sky world. They connect us to our old people – those who came before us and those guiding us from above. The stars remind us that we are never alone and that our ancestors and loved ones are with us.

Included throughout the piece are the Dugong, Turtle, Fish, and Dolphin, all animals found at Mulgumpin. These beings are powerful indicators and hold ancient relationships with our people, shared through stories passed down by my old people. Their presence reflects our responsibility to protect them, our waters, and future generations.

Mulgumpin is a visual story of care, connection, responsibility, and living culture – honouring the land, sea, sky, and the enduring spirit of our People



**Mikayla-Haze Adams-Queary**  
Artist - Budla Malu 'Two Seas'





## Message from the Chief Executive Officer

At Tangalooma Island Resort, we acknowledge the Quandamooka People as the Traditional Custodians of the Lands and Seaways on which our resort is located. We pay our deepest respects to Elders past and present, and we honour their enduring connection to Country, culture and community.

Tangalooma's natural beauty and rich history are deeply tied to the stories and traditions of the Quandamooka People. As associate custodians of this unique island environment, we recognise our responsibility to walk together on a path of reconciliation, listening, learning, and creating meaningful change.

We are proud to launch our Reconciliation Action Plan as a formal step in strengthening our relationship with Aboriginal and Torres Strait Islander peoples. This plan is more than a document - it is our commitment to building respect, fostering partnerships, and creating opportunities that support equity and cultural understanding within our resort and beyond.

Through this RAP, we aim to embed reconciliation into the heart of our organisation - across our people, practices and guest experiences. Whether through education, cultural engagement, or economic inclusion, we are passionate about contributing to a more inclusive and unified future.

We thank the Quandamooka community for their ongoing collaboration and guidance.

We look forward to continuing this journey together - we're excited to learn, enhance current relationships and embrace new ones with integrity and purpose.



**Jeff Osborne**  
*Chief Executive Officer*  
*Tangalooma Island Resort*





# Statement from CEO of Reconciliation Australia

## Inaugural Reflect RAP

Reconciliation Australia welcomes Tangalooma to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Tangalooma joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

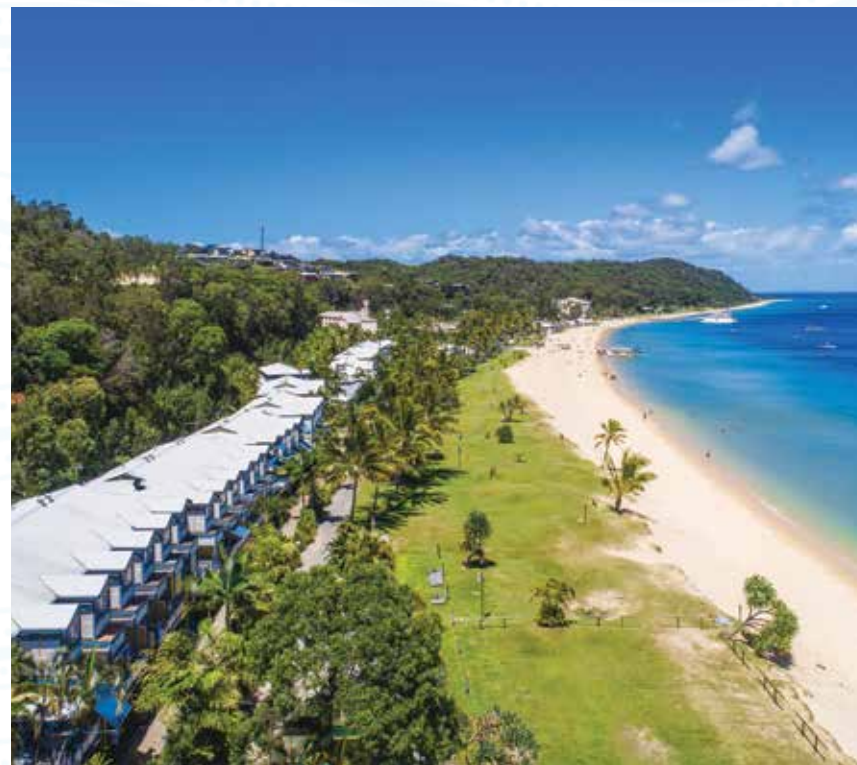
Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives. The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

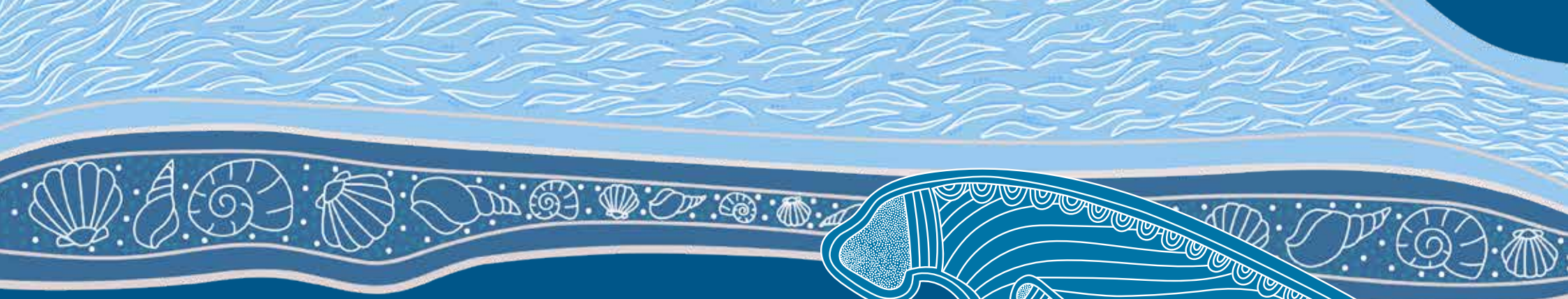
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Tangalooma to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Tangalooma, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

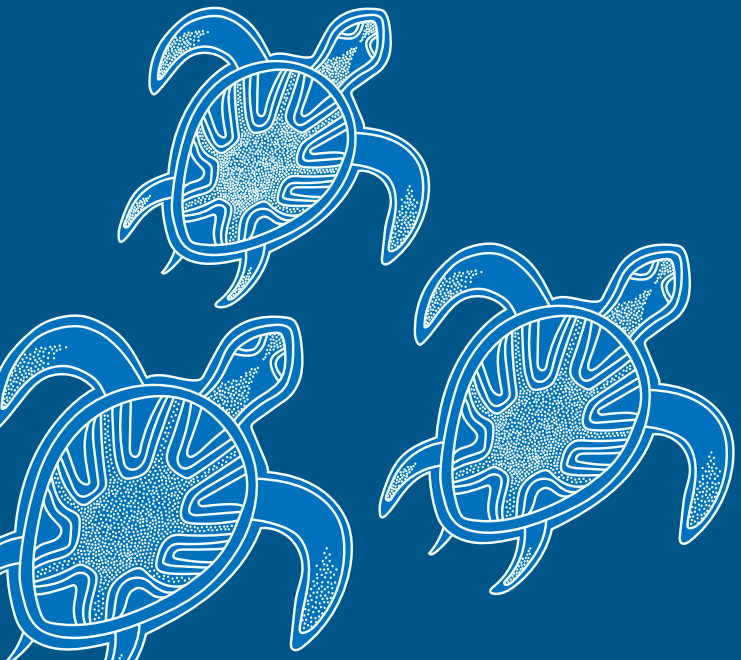


**Karen Mundine**  
*Chief Executive Officer  
Reconciliation Australia*



## Contents

- 16 Who we are
- 18 Our Vision for Reconciliation
- 21 Our Reflect RAP Journey
- 29 Relationships
- 30 Respect
- 31 Opportunities
- 32 Governance





## Who we are

Tangalooma Island Resort is located on the stunning Mulgumpin (Moreton Island), part of the Moreton Bay and Islands region in Brisbane, Queensland. This unique destination lies within Quandamooka Country, nestled between two significant protected areas: Gheebulum Kunungai National Park and Moreton Bay Marine Park.

Tangalooma was an Army base during World War II, then became a sand mining lease and in 1952 was the largest whaling station in the Southern Hemisphere.

The resort was initially established in 1963 by four people from the Gold Coast and was purchased by a local Brisbane based family, the Osbornes, in 1980. At the time there were just 27 staff and now Tangalooma has grown into a thriving resort employing between 250 - 350 seasonal staff and offering seven styles of accommodation.

While the number of staff who identify as Aboriginal and/or Torres Strait Islander peoples is currently not known, we will work within this RAP to understand this.

The resort has evolved into a leading eco-tourism destination, home to the Tangalooma Eco Centre, which operates a world-renowned wild dolphin provisioning program, wildlife rescue services, educational programs and guided eco-tours.

**Tangalooma is committed to conservation and environmental education, offering immersive learning experiences to all guests, with specialised programs for both domestic and international student groups.**

Tangalooma Island Resort is also the Founding Sponsor of EcoMarines Foundation (previously known as Tangalooma EcoMarines), EcoMarines' ultimate goal is to empower students to be part of a wider world that creates long-term, positive behaviour change for our diverse but often fragile wildlife, natural environment and ecosystems.

Their programs emphasises leadership development by appointing student ambassadors in participating schools. These ambassadors design and implement eco-friendly initiatives, serving as role models and educators to inspire their peers and wider community in sustainability efforts.

Starting in 2014 with just six schools, EcoMarines is now in over 350 primary and secondary schools across Queensland, and over 150 early learning centres.

Tangalooma also hosts Global Link Australia, which is a prestigious educational event for primary and secondary school students worldwide, offering a platform to discuss environmental issues with peers and local environmental leaders. Set against the stunning backdrop of Tangalooma on Mulgumpin (Moreton Island), surrounded by pristine National and Marine Parks, this annual global event provides an ideal setting for immersive environmental experiences.

The resort is also a proud GOLD certified member of EarthCheck, a global environmental accreditation program, reinforcing its goal to be a leader in sustainable tourism. Through responsible business practices, Tangalooma is deeply committed to preserving the national and marine parks that make the island such a special place.

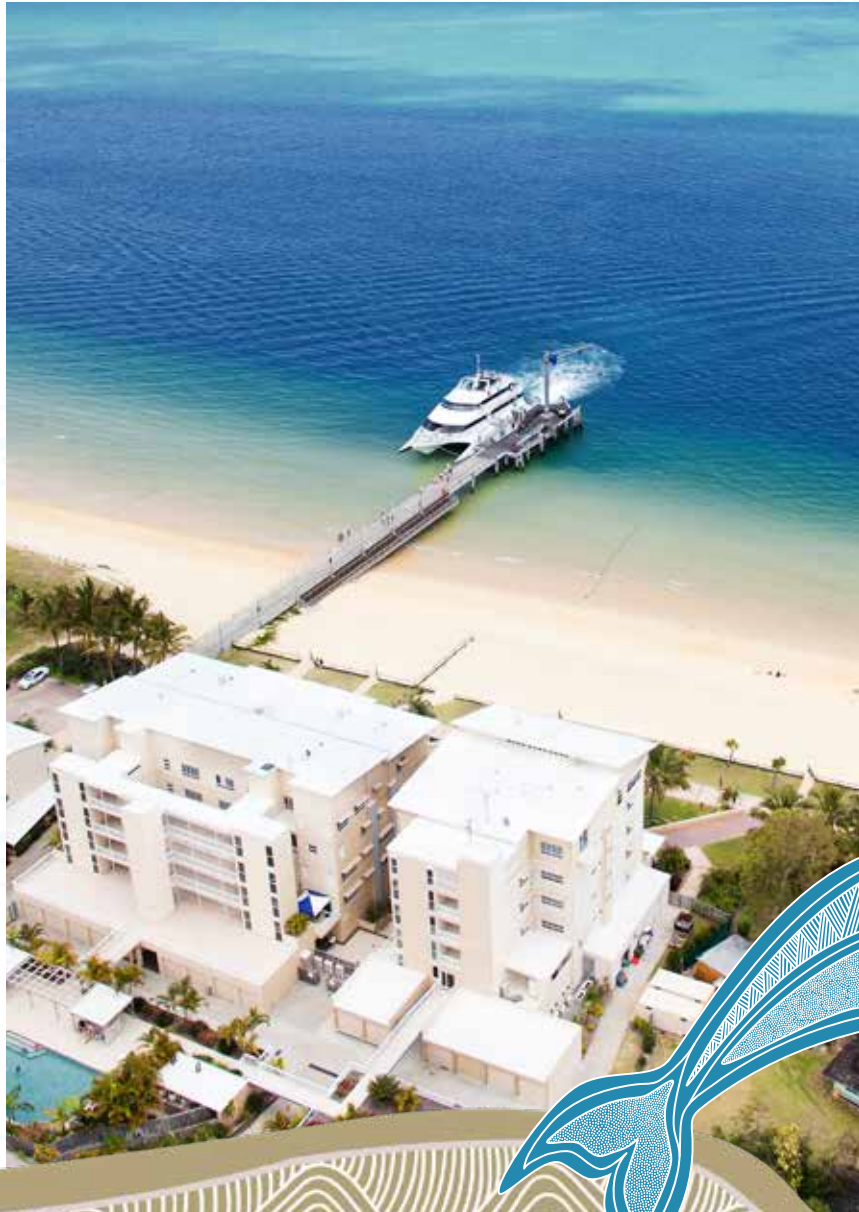
**Rated 4 to 4.5 stars, Tangalooma offers overnight stays and day cruise packages, featuring a wide range of activities including:**

- Whale watching cruises (established in 1987 and considered one of the longest-running whale watching operations in Australia)
- Dolphin feeding experiences in Moreton Bay Marine Park
- Guided bus and quad bike tours into Gheebulum Kunungai National Park

**Resort facilities include:**

- 245 guest rooms
- 283 staff accommodations
- Four swimming pools and one spa
- Five restaurants and cafés
- Six meeting and event spaces

Visitors are transported to the island via a fleet of four cruise vessels, with capacities ranging from 100 to 350 passengers. The resort also operates a barge for transporting large equipment and waste removal.



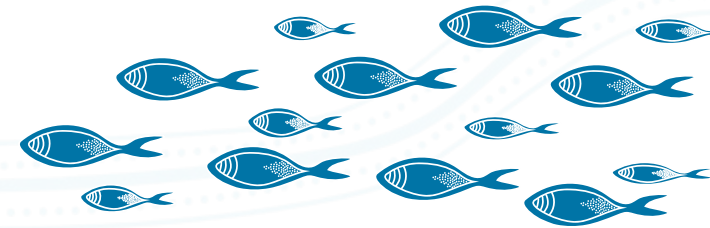
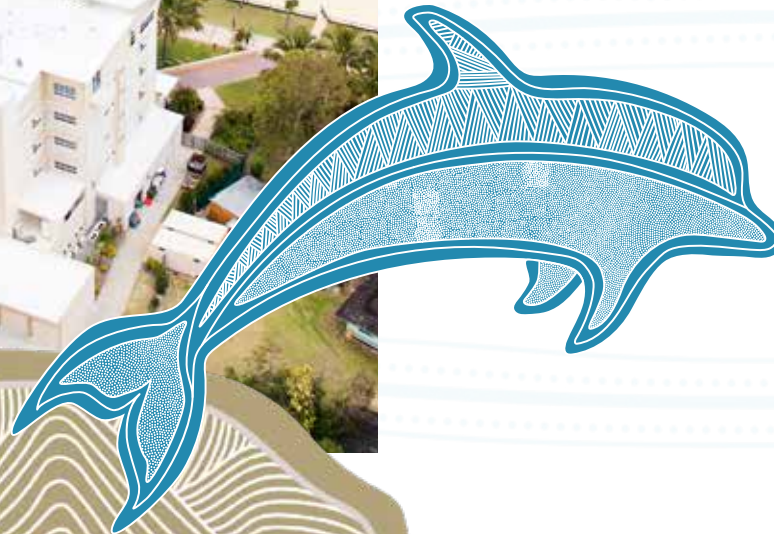
Tangalooma's whale watching tours run daily during the season (weather permitting), departing from Holt Street Wharf in Brisbane. These tours include transfers to the island, a brief visit to the resort, a light lunch, and expert commentary from an Eco Ranger, with an average of 100 guests per cruise. Resort guests may also book directly through the tours desk for the same experience.

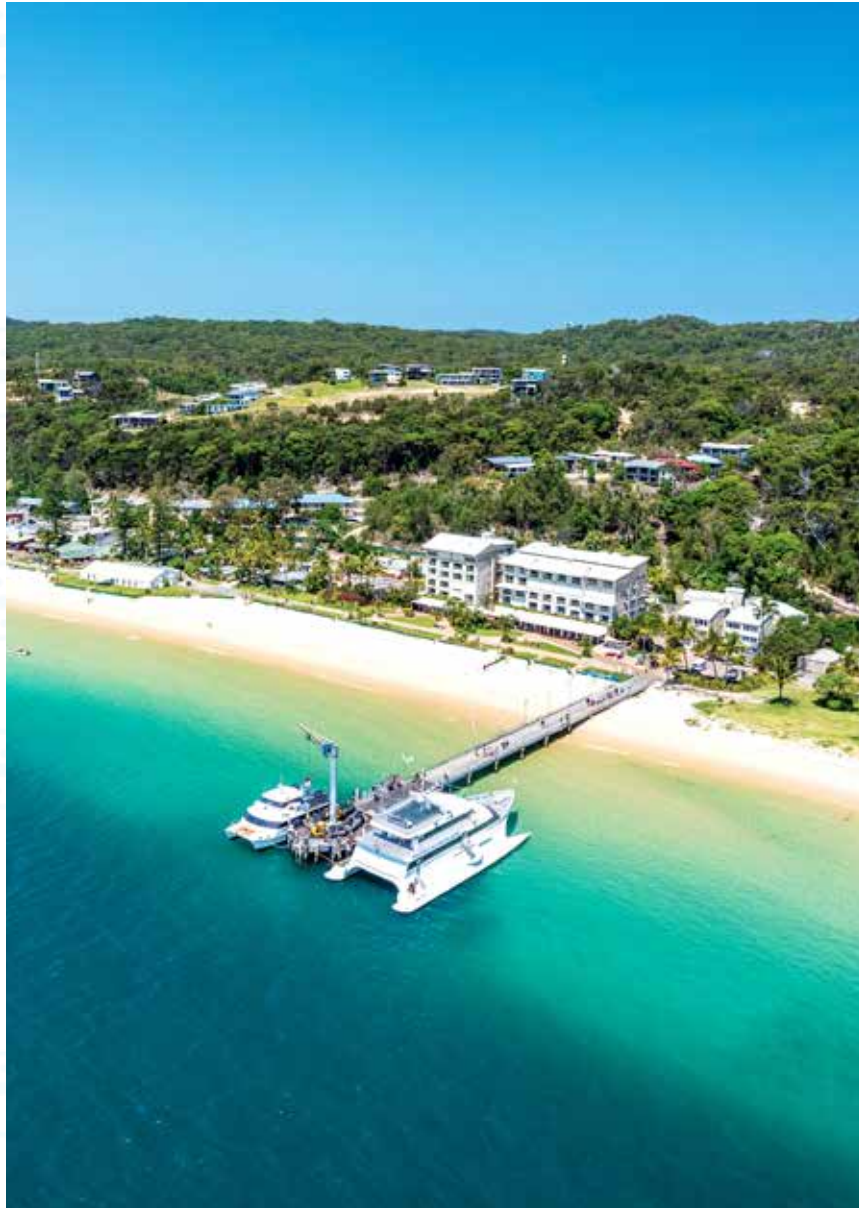
As the largest township on the island - alongside the smaller residential communities of Cowan Cowan, Bulwer, and Kooringal, Tangalooma operates largely self-sufficiently. The resort generates its own power, manages water and sewage, and provides telecommunication services to neighbouring communities. It also serves as an operational base for essential public services, including coast guard, police, fire, and emergency services.

Tangalooma is also committed to helping our local environment and supports the local community. Some examples include:

- Marine and wildlife rescues
- Supporting natural disasters with free of charge boats, accommodation, function venues, equipment and man hours
- Supporting tree planting and beach clean ups

Additionally, Tangalooma serves as a port of call for Carnival Corporation, further highlighting its strategic importance as a premier eco-tourism destination in Queensland.





## Our Vision for Reconciliation

At Tangalooma Island Resort, our vision for reconciliation begins with reflection, respect, and a deep appreciation for the Traditional Custodians of the land and sea on which we operate - the Quandamooka People.

We are proud to call Mulgumpin (Moreton Island) our home, a place of immense cultural and environmental significance. Our journey starts by listening and learning from the Quandamooka People, whose stories, knowledge and custodianship have shaped this land for thousands of years.

Our Reflect Reconciliation Action Plan represents our first formal step towards building stronger relationships with Aboriginal and Torres Strait Islander peoples. It is a time for us to lay the foundations - educating our team, increasing cultural awareness and creating respectful spaces for engagement.

We want to build on the relationships that we already have with Quandamooka People, extending from the beautiful people we already know, to embracing new friendships, partnerships and opportunities.

There is so much we can learn from Indigenous culture, who partook in travel for thousands of years, travelling to many locations to experience other tribes' song, dance, story telling and the opportunity to trade. We also embrace the opportunity to learn more about traditional ways in which to care for the environment. We hope to infuse this learning into education for our guests and staff.

We envision a future where reconciliation is woven into the fabric of our resort: where our guests, staff and partners recognise and celebrate the cultural richness of this place; where Indigenous voices are heard, respected and empowered; and where opportunities for collaboration and inclusion continue to grow.

This vision is not only aligned with our values as a tourism leader but also with our deep commitment to the pristine environment and community in which we operate. We are dedicated to being part of a national movement toward cultural awareness, understanding and unity.

Together, we look forward to walking this path with open minds, open hearts and a shared purpose.







## Our Reflect RAP Journey

Our journey with Quandamooka People began a long time ago, starting with consulting with Elders regarding our tour commentary, and working with many other Aboriginal businesses and organisations.

When Native Title was lodged for Mulgumpin (Moreton Island), Tangalooma had no objection and were fully supportive for the claim to be accepted by the state and federal government.

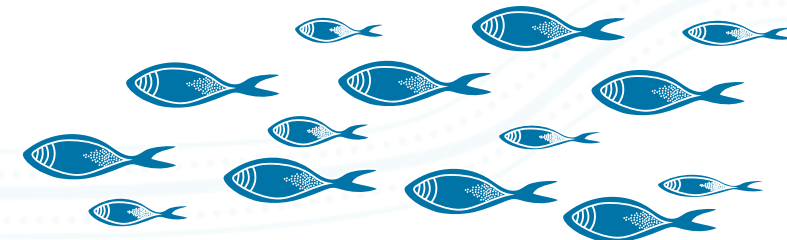
After Native Title was announced in 2019, Tangalooma Island Resort developed an Indigenous Land Use Agreement (ILUA) with Quandamooka Yoolooburrabee Aboriginal Corporation (QYAC), and our Reflect RAP will help build on this relationship to assist in laying the foundation for a meaningful and respectful partnership, and creating even more opportunities for Quandamooka People.

Over the years, Tangalooma Island Resort and Tangalooma EcoMarines (now EcoMarines Foundation) have engaged many Quandamooka People and businesses for Cultural experience and education, artwork and advice.

We have also engaged other Aboriginal people and businesses when holding events and experiences outside Quandamooka Country.

Some of the people and businesses include:

- Uncle Bob Anderson
- Aunty Evelyn Parkin
- Delvene Cookatoo-Collins
- Songman, Josh Walker and brother Che
- Matthew Burns
- Sonja Carmichael
- Deadly Choices
- Tribal Experiences



## Uncle Bob

In 2015 we had the pleasure of meeting Uncle Bob Anderson when he visited the resort. As Uncle Bob shared stories, so many of the Tangalooma team felt honoured to know him and felt very privileged to spend time with him.

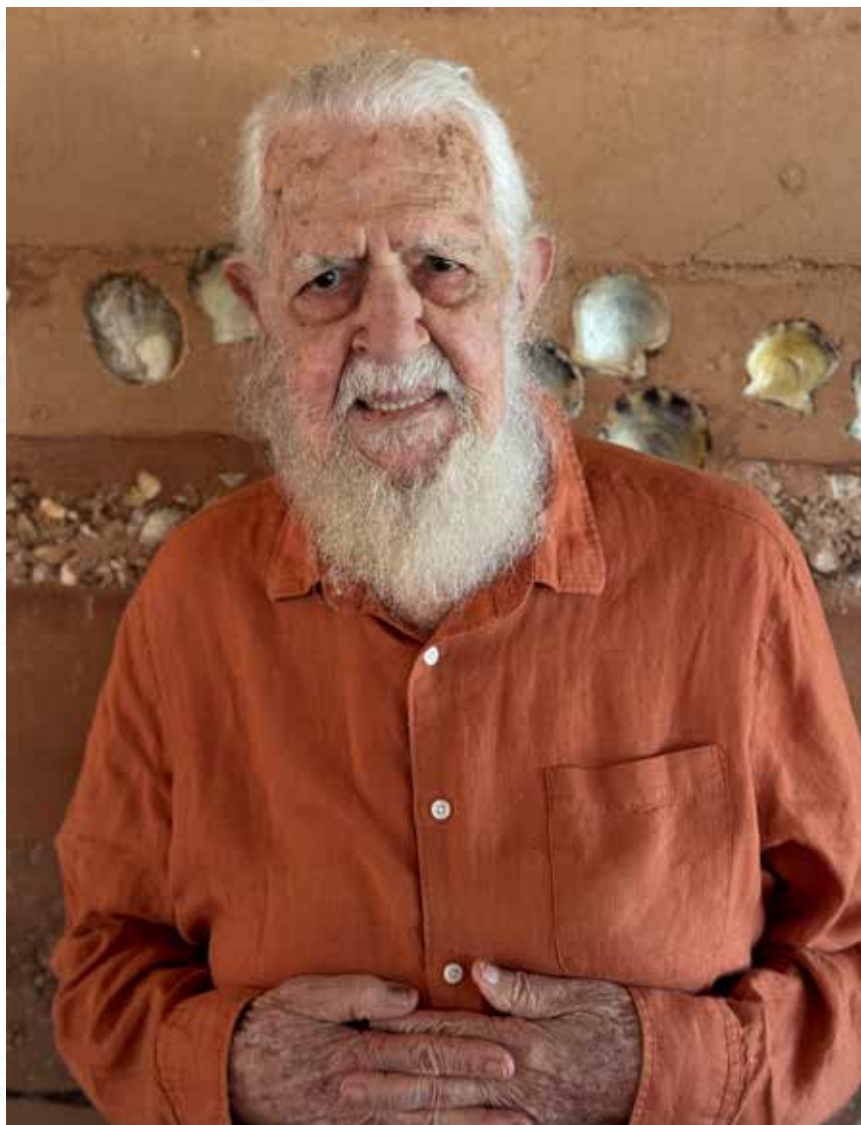
In 2016 EcoMarines approached Uncle Bob and asked him if he would be the Patron for EcoMarines, which Uncle Bob delightfully accepted. From this date, Uncle Bob has attended many EcoMarines events, Welcomed us to Country, shared stories, knowledge and smiles.



PHOTO: 2016. Uncle Bob and Delvene with EcoMarines and Port of Brisbane staff.



PHOTO: 2016. Uncle Bob speaking at the annual EcoMarines celebration event, called The Wave.



In 2020, Uncle Bob presented Tangalooma with a framed photo and information about Native Title, which we proudly hang in our Reception foyer.

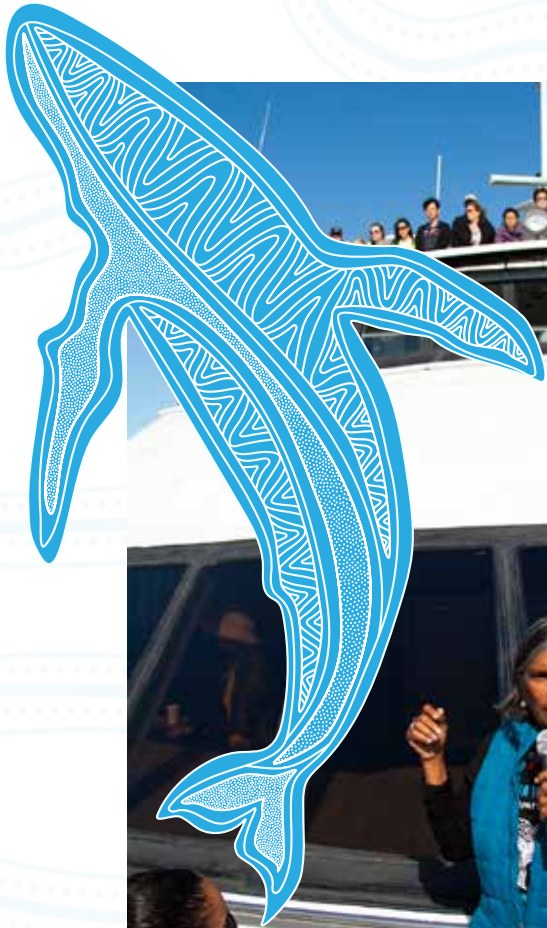
In 2023 we filmed Uncle Bob to produce a Welcome to Country video, which we play on all our boats on the way to the resort for guests and staff to enjoy.



In 2024 and 2025 we invited Uncle Bob, Cathy, Katie (Uncle Bob's Granddaughter) and Rhys (Uncle Bob's Great Grandson) to Tangalooma for Global Link Australia, where Rhys welcomed our guests to Quandamooka Country. The family were invited to attend all of the formal events and our guests were delighted to spend time talking to and learning from them.







## Welcome the Whales

In 2016 we were delighted to host the Welcome to the Whales Ceremony onboard the Tangalooma Jet.

Quandamooka Elder, Aunty Evelyn Parkin (Aunty Evie) started the celebration with a beautiful and heartfelt Welcome to Country. She then explained the deep connection to Country of the Quandamooka People (the people of the Sand and Sea).

Songman Josh Walker, with brother Che on didgeridoo, were also part of the ceremony. Josh told stories of the relationship between the whales and his brother the dolphin. As we listened to the stories, with the vibration from the didgeridoo under our feet, a whale and a dolphin appeared swimming right next to the boat, it was a very special moment!

Later that evening we held a smoking ceremony, with celebrations of song and dance on the beach prior to dolphin feeding.

Since then, Aunty Evie and Delvene became quite involved with EcoMarines. At the time, Delvene was a teacher-aid at Dunwich State School and signed her school up to EcoMarines. Aunty Evie was involved in some videos for EcoMarines online training.

In 2023 Aunty Evie was invited to participate in Global Link Australia and welcomed the guests to Quandamooka Country.

EcoMarines also asked Delvene to host art workshops for EcoMarines and to supply artwork which was placed on the annual certificates for all EcoMarines schools.

Tangalooma Island Resort also supported Delvene to come to the island and explore the island to collate materials for her work.



## RAP Working Group

RAP CHAIR

**David James**

*Director, Tangalooma Island Resort*

RAP CHAMPION

**Penny Limbach**

*Manager, Environmental Stewardship & Reconciliation, Tangalooma Island Resort*

RAP CULTURAL ADVISOR

**Delvene Cockatoo-Collins**

*First Nations artist and designer, who lives and works on Quandamooka Country*

RAP EXTERNAL COMMS

**Faith Smith**

*Marketing Manager, Tangalooma Island Resort*

RAP INTERNAL COMMS & STAFF TRAINING

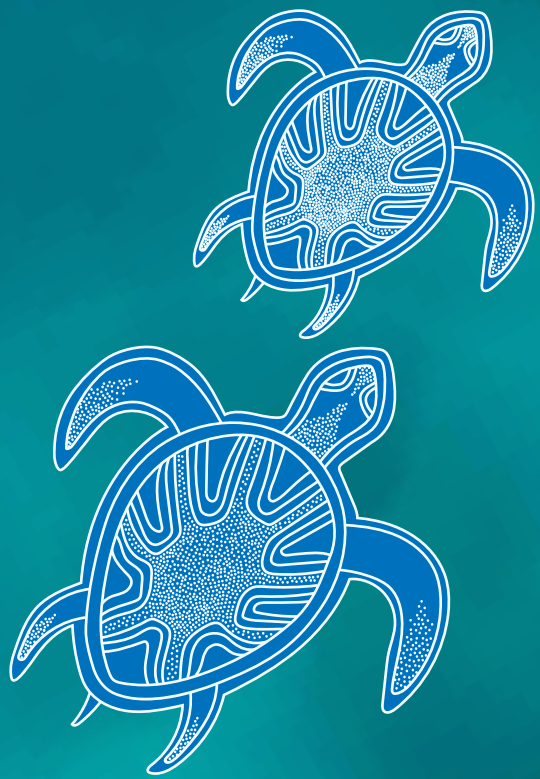
*Human Resources Manager, Tangalooma Island Resort*

RAP EXTERNAL ADVISOR

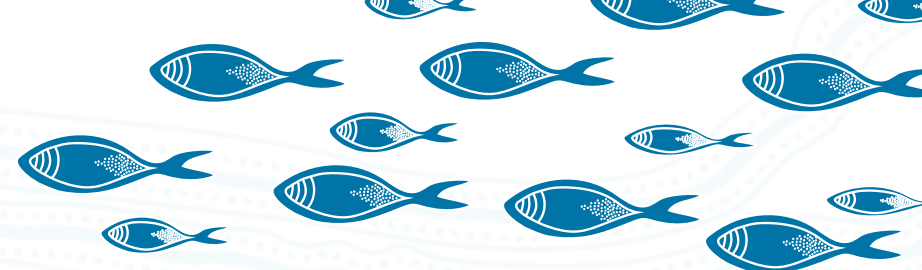
**Edward Harwood**

*Community Relations Manager at Port of Brisbane Pty Ltd*





# Tangalooma Island Resort Action Plan



## RELATIONSHIPS

Deliverables	Timeline	Responsibility
<b>1. ESTABLISH AND STRENGTHEN MUTUALLY BENEFICIAL RELATIONSHIPS WITH ABORIGINAL AND TORRES STRAIT ISLANDER STAKEHOLDERS AND ORGANISATIONS</b>		
1.1 Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	February 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant
1.2 Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	March 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultants
1.3 Develop and implement engagement plan to work with key stakeholders including Elders, QYAC and other external organisations	March 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant
<b>2. BUILD RELATIONSHIPS THROUGH CELEBRATING NATIONAL RECONCILIATION WEEK (NRW) - NOTE NRW DATES: 27TH MAY – 3RD JUNE</b>		
2.1 Circulate Reconciliation Australia’s NRW resources and reconciliation materials to our staff	May 2026	Human Resources Manager
2.2 Include NRW in communications plan for external comms plan	February 2026	Marketing Manager
2.3 RAP Working Group members to participate in an external NRW event	May/June 2026	Director & Manager, Environmental Stewardship & Reconciliation
2.4 Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW	May/June 2026	Director & Manager, Environmental Stewardship & Reconciliation

Deliverables	Timeline	Responsibility
<b>3. PROMOTE RECONCILIATION THROUGH OUR SPHERE OF INFLUENCE</b>		
3.1 Communicate our commitment to reconciliation to all staff	February 2026	Human Resources Manager
3.2 Include our commitment to reconciliation in external comms plan	February 2026	Marketing Manager
3.3 Identify external stakeholders that our organisation can engage with on our reconciliation journey	February 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant
3.4 Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	February 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultants
<b>4. PROMOTE POSITIVE RACE RELATIONS THROUGH ANTI-DISCRIMINATION STRATEGIES</b>		
4.1 Research best practice and policies in areas of race relations and anti-discrimination	April 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultants
4.2 Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	May 2026	Human Resources Manager

## RESPECT

Deliverables	Timeline	Responsibility
<b>5. INCREASE UNDERSTANDING, VALUE AND RECOGNITION OF ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES, HISTORIES, KNOWLEDGE AND RIGHTS THROUGH CULTURAL LEARNING</b>		
5.1 Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	April 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant
5.2 Conduct a review of cultural learning needs within our organisation	April 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant
5.3 Work with QYAC and Quandamooka Elders to increase Cultural awareness and experiences for resort guests and staff	March 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant
<b>6. DEMONSTRATE RESPECT TO ABORIGINAL AND TORRES STRAIT ISLANDER PEOPLES BY OBSERVING CULTURAL PROTOCOLS</b>		
6.1 Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	May 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant
6.2 Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgment of Country and Welcome to Country protocols	May 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant
6.3 Develop staff cultural training program	May 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant

Deliverables	Timeline	Responsibility
<b>7. BUILD RESPECT FOR ABORIGINAL AND TORRES STRAIT ISLANDER CULTURES AND HISTORIES BY CELEBRATING NAIDOC WEEK (5TH – 12TH JULY)</b>		
7.1 Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2026	Human Resources Manager
7.2 Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2026	Human Resources Manager
7.3 RAP Working Group to participate in an external NAIDOC Week event	July 2026	Manager, Environmental Stewardship & Reconciliation
7.4 Include information about NAIDOC post events in internal and external communications	July 2026	Human Resources Manager & Marketing Manager
<b>8. IMPROVE OUR CULTURAL DATABASE OF KNOWLEDGE TO ENHANCE GUEST EXPERIENCES AND STAFF TRAINING</b>		
8.1 Consult with Elders to improve our commentary and staff training	March 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultant
8.2 Create short videos with Elders as part of staff induction	May 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation and Human Resources Manager <b>Supported by:</b> External consultant

## OPPORTUNITIES

Deliverables	Timeline	Responsibility
<b>9. IMPROVE EMPLOYMENT OUTCOMES BY INCREASING ABORIGINAL AND TORRES STRAIT ISLANDER RECRUITMENT, RETENTION AND PROFESSIONAL DEVELOPMENT</b>		
9.1 Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	September 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation and Human Resource Manager <b>Supported by:</b> Director and external consultants
9.2 Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	September 2026	<b>Lead:</b> Manager, Environmental Stewardship & Reconciliation and Human Resource Manager <b>Supported by:</b> External consultants
<b>10. INCREASE ABORIGINAL AND TORRES STRAIT ISLANDER SUPPLIER DIVERSITY TO SUPPORT IMPROVED ECONOMIC AND SOCIAL OUTCOMES</b>		
10.1 Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	September 2026	<b>Lead:</b> Director and Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultants
10.2 Investigate Supply Nation membership	September 2026	Manager, Environmental Stewardship & Reconciliation

Deliverables	Timeline	Responsibility
<b>11. DEVELOP CULTURAL EXPERIENCES WITH QUANDAMOOKA PEOPLE TO PROMOTE AND CREATE OPPORTUNITIES</b>		
11.1 Identify Quandamooka people to be part of a database of Cultural Experiences that we can promote to student and corporate groups	April 2026	<b>Lead:</b> Director & Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultants
11.2 Work with QYAC and National Parks to engage Rangers based on the island for Cultural Experience delivery	April 2026	<b>Lead:</b> Director & Manager, Environmental Stewardship & Reconciliation <b>Supported by:</b> External consultants

## GOVERNANCE

Deliverables	Timeline	Responsibility
<b>12. ESTABLISH AND MAINTAIN AN EFFECTIVE RAP WORKING GROUP (RWG) TO DRIVE GOVERNANCE OF THE RAP</b>		
12.1 Form a RWG to govern RAP implementation	February 2026	Director and Manager, Environmental Stewardship & Reconciliation and Human Resource Manager
12.2 Draft a Terms of Reference for the RWG	February 2026	Director and Manager, Environmental Stewardship & Reconciliation and Human Resource Manager
12.3 Establish Aboriginal and Torres Strait Islander representation on the RWG	February 2026	Director and Manager, Environmental Stewardship & Reconciliation and Human Resource Manager
12.4 Create an annual calendar for RAP working group and subgroup meetings	February 2026	Manager, Environmental Stewardship & Reconciliation
<b>13. PROVIDE APPROPRIATE SUPPORT FOR EFFECTIVE IMPLEMENTATION OF RAP COMMITMENTS</b>		
13.1 Define resource needs for RAP implementation	February 2026	Director and Manager, Environmental Stewardship & Reconciliation
13.2 Engage senior leaders in the delivery of RAP commitments	February 2026	Director and Manager, Environmental Stewardship & Reconciliation
13.3 Appoint a senior leader to champion our RAP internally	February 2026	CEO
13.4 Define appropriate systems and capability to track, measure and report on RAP commitments	February 2026	Manager, Environmental Stewardship & Reconciliation

Deliverables	Timeline	Responsibility
<b>14. BUILD ACCOUNTABILITY AND TRANSPARENCY THROUGH REPORTING RAP ACHIEVEMENTS, CHALLENGES AND LEARNINGS BOTH INTERNALLY AND EXTERNALLY</b>		
14.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence	June 2026	Manager, Environmental Stewardship & Reconciliation
14.2 Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey	August 2026	Manager, Environmental Stewardship & Reconciliation
14.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia	September 2026	Manager, Environmental Stewardship & Reconciliation
<b>15. CONTINUE OUR RECONCILIATION JOURNEY BY DEVELOPING OUR NEXT RAP</b>		
15.1 Register via Reconciliation Australia's website to begin developing our next RAP	October 2026	Manager, Environmental Stewardship & Reconciliation









**TANGALOOMA**  
**ISLAND RESORT**

Moreton Island, Qld, Australia

## Contact Details

RAP CHAMPION

**Penny Limbach**

*Manager, Environmental Stewardship & Reconciliation,  
Tangalooma Island Resort*

0415 613 242 | [penny@tangalooma.com](mailto:penny@tangalooma.com)

