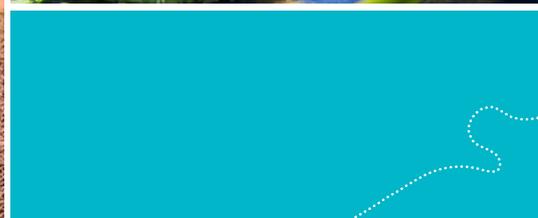
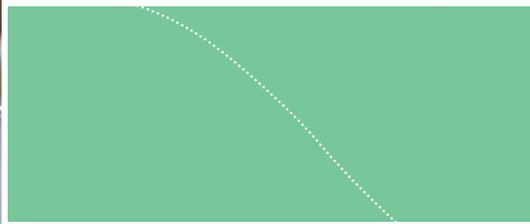


HARBOUR TRUST INNOVATE RECONCILIATION ACTION PLAN

JUNE 2018 — JUNE 2020



Harbour Trust



ACKNOWLEDGEMENT:

The Harbour Trust acknowledges the Traditional Custodians of the lands and waters of Sydney Harbour, and of the ten sites under our stewardship: the Borogeggal, Birrabirrigal, Cammeraygal, Gadigal, Gayamagal, Wallumedegal and Wangal people.

COVER IMAGE CREDITS

Left, top: North Head Sanctuary Discovery Day, 2018, Smoking Ceremony

Left, middle: North Head Sanctuary Discovery Day, 2018, Weaving Workshops with Karleen Green

Left, bottom: Travelling Bungaree, 2015, Headland Park, Performed by (BLAK) Douglas, Karla Dickens, Amala Groom, Warwick Keen, Peter McKenzie, Djon Mundine, Caroline Oakley, Bjorn Stewart, Leanne Tobin and Jason Wing. Developed with the assistance of Andrea James.

Centre, top: Jonathan Jones, untitled (oysters and tea cups) 2012, Cockatoo Island, 18th Biennale of Sydney

Centre, bottom: Country, 2012, Headland Park, Warwick Keen (assisted by Noel Wellington)

Right, top: Peter Williams of Diramu Aboriginal Dance and Didgeridoo, Sub Base Platypus Community Open Day, 2018

Right, bottom: North Head Sanctuary Discovery Day, 2018, Weaving Workshops with Karleen Green

INNOVATE RAP

An Innovate RAP

“...focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging staff and stakeholders in reconciliation, developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.”

In adopting an Innovate RAP the Sydney Harbour Federation Trust is committing to develop initiatives that embed the RAP within the day-to-day activities of our organisation, build active engagement with Aboriginal and Torres Strait Islander peoples, prioritise Aboriginal peoples' perspectives in our primary sites and increase our Aboriginal and Torres Strait Islander employment and procurement.

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



“ I AM PROUD TO PRESENT THE SYDNEY HARBOUR FEDERATION TRUST RECONCILIATION ACTION PLAN (RAP) FOR 2018-2020 ”

The Harbour Trust carries a significant responsibility and opportunity to assist in the national process of reconciliation.

Our organisation was created to manage what is arguably the location of first continuous contact between Aboriginal peoples and non-Indigenous Australians - Sydney Harbour and its foreshores. This RAP brings renewed focus and energy to our work, and I am personally committed to championing its implementation.

Harbour Trust lands reveal the Aboriginal peoples heritage around Sydney Harbour including the sites of Borogeggal, Birrabirrigal, Cammeraygal, Gadigal, Gayamagal, Wallumedegal and Wangal people as well as the last 200 years of lived experience of Aboriginal and Torres Strait Islander peoples, particularly through their connection to our maritime and defence work. Aboriginal and Torres Strait Islander peoples were workers on Cockatoo Island, continued to fish our Trust Foreshores and volunteered and served in the defence forces that used our bases.

Our RAP is fundamental to achieving our vision and mission. This RAP sets out a clear path to embed reconciliation across our business, from improving our cultural understanding, interpretation and creative activities, to land management, suppliers and employment.

I would like to acknowledge the contributions and expert advice from Harbour Trust Board member, Josephine Cashman, and our Community Advisory Committee member, Susan Moylan-Coombs, in helping to draft this RAP.

While we still have much to do, our organisation is committed to taking meaningful steps to achieve our vision for reconciliation.

Ms Mary Darwell
Chief Executive Officer, Sydney Harbour Federation Trust

MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia is delighted to welcome Sydney Harbour Federation Trust to the Reconciliation Action Plan (RAP) program by formally endorsing its inaugural Innovate RAP.

As a member of the RAP community, Sydney Harbour Federation Trust joins over 1,000 dedicated corporate, government, and not-for-profit organisations that have formally committed to reconciliation through the RAP program since its inception in 2006. RAP organisations across Australia are turning good intentions into positive actions, helping to build higher trust, lower prejudice, and increase pride in Aboriginal and Torres Strait Islander cultures.

Reconciliation is no one single issue or agenda. Based on international research and benchmarking, Reconciliation Australia defines and measures reconciliation through five critical dimensions: race relations; equality and equity, institutional integrity; unity; and historical acceptance. All sections of the community—governments, civil society, the private sector, and Aboriginal and Torres Strait Islander communities—have a role to play to progress these dimensions.

The RAP program provides a framework for organisations to advance reconciliation within their spheres of influence. This Innovate RAP provides Sydney Harbour Federation Trust with the key steps to establish its own unique approach to reconciliation. Through implementing an Innovate RAP, Sydney Harbour Federation Trust will develop its approach to driving reconciliation through its business activities, services and programs, and develop mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders.

We wish Sydney Harbour Federation Trust well as it explores and establishes its own unique approach to reconciliation. We encourage Sydney Harbour Federation Trust to embrace this journey with open hearts and minds, to grow from the challenges, and to build on its successes. As the Council for Aboriginal Reconciliation reminded the nation in its final report:



“Reconciliation is hard work—it’s a long, winding and corrugated road, not a broad, paved highway. Determination and effort at all levels of government and in all sections of the community will be essential to make reconciliation a reality.”

On behalf of Reconciliation Australia, I commend Sydney Harbour Federation Trust on its first RAP, and look forward to following its ongoing reconciliation journey.

Karen Mundine
Chief Executive Officer, Reconciliation Australia

OUR VISION FOR RECONCILIATION

The Sydney Harbour Federation Trust (Harbour Trust) vision for reconciliation is for all Australians to recognise and celebrate the centrality of Aboriginal and Torres Strait Islander peoples, cultures, histories and continuing connections to these Harbour Trust lands.

This supports our organisational vision for our places to be inspiring, loved, and shared by all Australians.

OUR BUSINESS

The Harbour Trust sits within the portfolio of the Australian Federal Government's Department of Environment and Energy. As a land management agency, we are responsible for the enhanced appreciation and understanding of the natural and cultural values of Sydney Harbour for all visitors through the remediation, conservation, adaptive re-use of, and access to, the Harbour Trust sites. As such, we are the current stewards of ten urban parklands - totalling 145.9ha - which sit around the Sydney Harbour foreshore and feature a rich array of Aboriginal and Torres Strait Islander, defence, convict and maritime history.

The various Harbour Trust sites currently welcome over 1.55 million visitors each year. We have an incredible opportunity to partner with Aboriginal and Torres Strait Islander organisations to provide a deep understanding of the Aboriginal and Torres Strait Islander heritage and continuing connection to these places and create memorable experiences for all our visitors — both domestic and international.

Our ambition as stewards of iconic Sydney Harbour land- places of early contact between Aboriginal peoples and non-Indigenous Australians –is to provide visible leadership and to work collaboratively with Aboriginal and Torres Strait Islander peoples and communities in this endeavour.

We commit ourselves to embed the cultures and knowledge of Aboriginal and Torres Strait Islander peoples in our work, through ensuring the diversity of workforce and in our approach to the conservation, remediation and adaptive reuse of places in our care.

The Harbour Trust employs 75 employees, comprising 52 fulltime, 9 part-time and 14 casual employees. Currently, the Harbour Trust has no identified Aboriginal and Torres Strait Islander staff.

The Harbour Trust's main office is located at Mosman, NSW with office facilities on Cockatoo Island as well as Visitor Centres at Cockatoo Island and North Head.

OUR RAP

NSW has the largest Aboriginal population of all the states and territories of Australia and is the site of first continuous contact. The Harbour Trust understands that to achieve reconciliation and mutually-beneficial outcomes we must effectively include Aboriginal and Torres Strait Islander peoples in our organisation's planning and day-to-day functions.

This RAP outlines our vision for reconciliation and the initiatives we plan to undertake to realise this vision. Our approach, focuses on genuine collaboration based on respect, acknowledgement, trust and understanding to achieve meaningful relationships, opportunities and unity between Aboriginal and Torres Strait Islander peoples and other Australians.

Through our Innovate Reconciliation Action Plan (RAP), the Harbour Trust aims to deepen our relationship with Aboriginal and Torres Strait Islander peoples across our organisation, including in our ecological and heritage management.

A high level of enthusiasm exists within the Harbour Trust to progress reconciliation. We are committed to ensuring that our consideration of outcomes for Aboriginal and Torres Strait Islander peoples becomes embedded in the organisation's culture — becoming an everyday part of our 'business-as-usual' activities. We also make a firm commitment to ensuring transparent measures and clear responsibilities for actions outlined in this RAP will translate our good intentions into positive actions and, importantly, positive results. We recognise that while some of the targets we have set may seem ambitious, any improvement over time is part of our active progress towards the ultimate goal of reconciliation.

Our RAP is closely aligned with our core values as an organisation: that we are open, accountable, collaborative, entrepreneurial, creative, and act with integrity.

The Harbour Trust CEO, Mary Darwell, is championing the RAP and is accountable to the Board for its performance.

The Harbour Trust has an established RAP Working Group (RWG), incorporating a RAP External Reference Group. This RWG comprises the following Harbour Trust senior executive and team members:

- **Deputy Executive Director (CFO)**, Susan Culverston;
- **Director, Marketing, Communications & Visitor Experience**, Kathryn Roberts;
- **Manager, Site Services**, Sean Brothers; and,
- **Manager, Human Resources**, Vicki Cranfield.

Our Aboriginal and Torres Strait Islander community RAP Reference Group includes:

- **Harbour Trust Board of Trustees Member**, Josephine Cashman; and,
- **Community Advisory Committee Member**, Susan Moylan-Coombs.

OUR PREVIOUS RECONCILIATION WORK

The Harbour Trust commenced working on a Reflect RAP in 2013 under the guidance of an internal RAP committee, which included Board of Trustees member Elsie Heiss, and input from Reconciliation Australia representatives. Prior to finalisation of this plan, the Harbour Trust commenced work to participate in the Department of Environment and Energy's RAP (2015). During this period, the Harbour Trust achieved a number of aims, including hosting key events and partnering with Aboriginal and Torres Strait Islander organisations to further their objectives.

Additionally, during this period the Harbour Trust made significant progress in its Indigenous Interpretation program, which aims to provide historical interpretation information in relation to Aboriginal and Torres Strait Islander connections to Harbour Trust sites.

A breakdown of the key achievements during this period includes:

- Held 2014 NAIDOC Week celebrations at Headland Park's Georges Heights site for staff and the general public.
- Held a cultural awareness session for Harbour Trust staff and volunteers in 2014.
- Remounted the Aboriginal and Torres Strait Islander Diggers exhibition **Joining Up** to coincide with ANZAC Day 2014.
- Ensured that, since mid-2014, Aboriginal and Torres Strait Islander flags have been raised and flown daily at key sites, including Headland Park, Mosman, North Head Sanctuary and Cockatoo Island.

- Partnered with Mosman Council Gallery to present **Bungaree's Farm**, an exhibition of contemporary Aboriginal and Torres Strait Islander art in the Fuel Tanks at Middle Head in 2015.
- Dedicated a section of the coastal walkway at Mosman to Aboriginal leader Bungaree in 2015, **Bungaree's Walkway**, including interpretation information on signage.
- Supported Bangarra Dance Theatre with in-kind venue hire to assist them during the filming of their feature film **SPEAR** on Cockatoo Island in 2015.
- Aboriginal and Torres Strait Islander historical interpretation information was included in the new Visitor Centres at North Head Sanctuary (May 2015) and Cockatoo Island (December 2014).
- Partnered with Performance Space to conduct **Nura Nula** a week-long residency program for Aboriginal and Torres Strait artists on Cockatoo Island in June 2015.
- Reported that Aboriginal and Torres Strait Islander employees comprised 1.6% of staff during 2013-2015.

During the period 2016/2017 the Harbour Trust came under the Department of Environment and Energy's RAP. Cultural awareness training continued and the Harbour Trust participated in a number of NAIDOC Week and National Reconciliation Week celebrations during this time.

RELATIONSHIPS

Actively engaging and building relationships with Aboriginal and Torres Strait Islander peoples is important to the Harbour Trust, as it enables a collaborative approach to cultural and land-use matters. Developing these relationships will assist the Harbour Trust in achieving its core business goals. In particular, this will assist the organisation in conserving, enhancing and promoting the cultural and natural heritage of Harbour Trust sites; and building awareness, appreciation and respect for Aboriginal and Torres Strait Islander cultures, knowledge and values within the broader community.

FOCUS AREA

Build active Aboriginal and Torres Strait Islander community engagement

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. RAP working group (RWG) to champion, monitor and oversee RAP implementation, tracking progress and reporting	• Establish terms of reference for RWG.	June 2018	Deputy Executive Director
	• RWG oversees the development, endorsement and launch of the RAP.	June 2018	Deputy Executive Director
	• Meet four times a year monitor and report on RAP implementation.	June, September, December, 2018 March, June, September, December 2019 March, June 2020	Deputy Executive Director
	• Develop an internal advocacy strategy to support the implementation of the RAP.	June 2018	Director, Marketing & Visitor Experience (MVE)
	• Provide an annual report to the Board on implementation.	June 2018, 2019, 2020	Deputy Executive Director
	• Ensure Aboriginal and Torres Strait Islander peoples are represented on the RWG.	June 2018, 2019, 2020	Deputy Executive Director
2. Develop and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations to support positive outcomes	• Convene a group made up of four-five senior Aboriginal subject experts to provide independent advice to the Harbour Trust on programs, place management and engagement. The Group to meet at least annually.	June 2018 June 2019	Director, MVE
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	June 2018	Director, MVE
	• Meet with local Aboriginal and Torres Strait Islander organisations to develop guiding principles for future engagement.	August 2018 August 2019	Director, MVE
	• Investigate opportunities to build partnerships with Aboriginal and Torres Strait Islander peoples.	August 2018	Director, MVE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Celebrate and participate in National Reconciliation Week (NRW) by providing opportunities to build and maintain relationships between Aboriginal and Torres Strait Islander peoples and other Australians	• Celebrate NRW by organising at least one internal event for NRW each year.	May 2019 May 2020	Director, MVE
	• Register all NRW events via Reconciliation Australia's NRW website to capture participation.	May 2019 May 2020	Director, MVE
	• Deliver an annual external NRW event at one of our principal sites.	May 2019 May 2020	Director, MVE
	• Ensure our RAP Working Group participates in an external event to recognise and celebrate NRW.	May 2019 May 2020	Director, MVE
	• Encourage staff to participate in external events to recognise and celebrate NRW.	May 2019 May 2020	Director, MVE
	• Ensure all staff are aware and engaged with the latest resources, for example; download Reconciliation Australia's NRW resources and circulate to staff.	May 2019 May 2020	HR Manager
4. Raise internal and external awareness of our RAP to promote reconciliation across our business and sector	• Promote National Reconciliation Week on the Harbour Trust website.	May 2019 May 2020	Director, MVE
	• Develop and implement a strategy to communicate our RAP to all internal and external stakeholders.	June 2018	Director, MVE
	• Publish the Harbour Trust RAP on the Harbour Trust website and the intranet.	June 2018	Director, MVE
	• Promote reconciliation through ongoing active engagement with all stakeholders.	June 2018	Director, MVE
	• Promote the RAP internally at a Harbour Trust staff meeting, volunteer group meetings, Community Advisory Committee meetings and Board meetings, explaining its significance.	June 2018 June 2018 June 2019 June 2019	Executive Director
	• Include RAP as part of our induction process.	June 2018	HR Manager

RESPECT

Respect for Aboriginal and Torres Strait Islander cultures, land and histories is important to the Harbour Trust. The Trust values the history of the places and landscapes we look after and we actively seek to interpret each of our sites and their heritage. The Trust is working towards addressing the fact that we have not always acknowledged Aboriginal connections. We now seek to bring a new inclusivity and foster respect.

FOCUS AREA

Policy Integration and enhancing and promoting Aboriginal and Torres Strait Islander cultural heritage

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Engage employees in continuous cultural learning opportunities to increase understanding and appreciation of Aboriginal and Torres Strait Islander cultures, histories and achievements	• Develop and implement an Aboriginal and Torres Strait Islander cultural awareness training strategy for our staff which defines cultural learning needs of employees in all areas of our business and considers various ways cultural learning can be provided (online, face to face workshops or cultural immersion).	June 2018	HR Manager
	• Work with local Traditional Custodians and/or Aboriginal and Torres Strait Islander consultants, to continue with Aboriginal and Torres Strait Islander face-to-face cultural awareness training for all staff on a 12-24-month basis, depending on staff turnover.	October 2018 October 2019	HR Manager
	• Provide opportunities for RWG members, RAP Champions, HR Manager and other key leadership staff to participate in cultural training.	October 2018 October 2019	HR Manager
	• Investigate local cultural experiences and immersion opportunities for RWG members, RAP Champions and senior leaders.	December 2018	HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
6. Engage employees in understanding the significance of Aboriginal and Torres Strait Islander cultural protocols, such as Welcome to Country and Acknowledgement of Country, to ensure there is a shared meaning	• Develop, implement and communicate a cultural protocol document for Welcome to Country and Acknowledgement of Country.	June 2018	Director, MVE
	• Develop a list of key contacts for organising a Welcome to Country and maintaining respectful partnerships.	August 2018	Director, MVE
	• Invite a Traditional Custodian to provide a Welcome to Country at significant events, including National Reconciliation Week and Board meetings in public.	May 2019, 2020 June 2018, 2019 December 2018, 2019	Director, MVE
	• Include an Acknowledgement of Country at the commencement of all important internal and external meetings.	June 2018	HR Manager
	• Encourage staff to include an Acknowledgement of Country at the commencement of all meetings.	June 2018	HR Manager
	• Organise and display an Acknowledgment of Country plaque in our offices at Headland Park and Cockatoo Island.	June 2018	Manager, Site Services
	• Ensure all three Australian flags are flown across Headland Park, Cockatoo Island and North Head.	June 2018	Manager, Site Services
	• Adopt the Protocols on Indigenous Language Interpreting for Commonwealth Government Agencies (the Protocols) when finalised. These protocols will provide guidance to all Commonwealth Government agencies on policies and processes that are needed to promote the use of Aboriginal and Torres Strait Islander language interpreters in engagement and service delivery.	September 2018	HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Provide opportunities for all staff to celebrate NAIDOC Week	• Review HR policies and procedures to ensure there are no barriers to staff participating in NAIDOC Week.	June 2018	HR Manager
	• Provide opportunities for all staff to participate in NAIDOC Week activities.	July 2018 July 2019	HR Manager
	• Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	July 2018 July 2019	HR Manager
8. Review and develop initiatives to ensure each principal site includes substantive interpretation of Aboriginal and Torres Strait Islander peoples' relationships with those places.	• Look into opportunities to extend our partnerships with Aboriginal and Torres Strait Islander organisations through their use of our sites during NAIDOC Week.	June 2018 June 2019	Director, MVE
	• Aboriginal and Torres Strait Islander peoples' interpretation to be one of the primary focus areas in all Interpretation Strategies and Plans across our Principal Places (Headland Park, North Head Sanctuary, Cockatoo Island and Sub-Base Platypus).	June 2018	Director, MVE
	• Investigate opportunities to run Aboriginal tours focusing on Aboriginal history and the connection to the Harbour.	September 2018	Director, MVE
	• Further develop and maintain interpretive materials with a focus on Bungaree Farm and other known areas of significance.	September 2018	Director, MVE
	• Highlight opportunities within the parks for community appreciation of Aboriginal and Torres Strait Islander cultures.	August 2018	Director, MVE
	• Ensure Aboriginal stories and connections are addressed in the Harbour Trust site interpretation plans.	September 2018	Director, MVE

OPPORTUNITIES

The Harbour Trust aims to create organisation-wide employment pathways and opportunities for Aboriginal and Torres Strait Islander peoples in our workforce and also to promote Aboriginal and Torres Strait Islander commercial relationships. The Trust wishes to extend engagement and representation across the organisation and seeks to engage with Aboriginal and Torres Strait Islander businesses to deliver our services. We believe greater employment and commercial opportunities to be integral for supporting greater participation and social inclusion and will allow the Trust to directly benefit from increased access to diverse skills and knowledge.

FOCUS AREA

Stewarding our Parklands, Building Partnerships and Robust Business

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	• Take steps to address diversity generally and unconscious bias within the organisation to ensure our workplace is welcoming and respectful of all.	June 2018	HR Manager
	• With advice from the External Reference Group, develop and implement an Aboriginal and Torres Strait Islander Employment and Retention strategy, including investigation of employment of trainees and cadets, and through direct recruitment.	July 2018	HR Manager
	• Engage with existing Aboriginal and Torres Strait Islander staff, if employed, to consult on employment strategies, including professional development.	July 2018	HR Manager
	• Review HR and recruitment procedures and policies to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace.	August 2018	HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Investigate opportunities to improve and increase Aboriginal and Torres Strait Islander employment outcomes within our workplace	• Advertise all employment vacancies in Aboriginal and Torres Strait Islander media.	June 2018	HR Manager
	• Investigate work experience opportunities for Aboriginal and Torres Strait Islander students (high school and tertiary).	August 2018	HR Manager
	• Engage with external Aboriginal and Torres Strait Islander peoples and/or consultants to advise on recruitment, employment and retention strategies, including professional development.	September 2018	HR Manager
	• Investigate opportunities to include Aboriginal and Torres Strait Islander stakeholders on interview panels.	January 2019	HR Manager
	• Collect information on our current Aboriginal and Torres Strait Islander staff to inform future employment opportunities.	June 2018	HR Manager

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
10. Investigate opportunities to incorporate Aboriginal and Torres Strait Islander supplier diversity within our organisation	• Review and update procurement policies and procedures to ensure there are no barriers for procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2018	Deputy Executive Director
	• Expand the Aboriginal and Torres Strait Islander opportunity clause to all Harbour Trust Request for Tender documents and update evaluation procedures to require the formal consideration of Aboriginal and Torres Strait supplier opportunity responses.	July 2018	Deputy Executive Director
	• Update Trust procurement procedures and related forms to ensure that Aboriginal and Torres Strait Islander suppliers are considered as part of the quote and tender request process.	August 2018	Deputy Executive Director
	• Develop and communicate to staff a list of Aboriginal and Torres Strait Islander businesses that can be used to procure goods and services, and draw upon this where possible.	August 2018	Deputy Executive Director
	• Increase our commercial relationships with an Aboriginal and/or Torres Strait Islander-owned business, aiming to have a minimum of two suppliers by September 2018.	September 2018	Deputy Executive Director
	• Investigate Harbour Trust Supply Nation membership or utilising Department of Environment & Energy membership.	October 2018	Deputy Executive Director
	• Meet with Supply Nation and the NSW Indigenous Chamber of Commerce to assist in developing an Aboriginal and Torres Strait Islander procurement strategy. Including a fact sheet on Aboriginal and Torres Strait Islander opportunities that will be included as part of our procurement documentation.	December 2018	Deputy Executive Director

GOVERNANCE, TRACKING PROGRESS AND REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Report RAP achievements, challenges and learnings to Reconciliation Australia	• Investigate participating in the RAP Barometer.	May 2020	Deputy Executive Director
	• Develop and implement systems and capability needs to track, measure and report on RAP activities.	June 2018	Deputy Executive Director
	• RWG to collect data for the RAP Impact Measurement questionnaire.	July 2018 July 2019 July 2020	Deputy Executive Director
	• RWG to seek internal approval to submit the RAP Impact Measurement questionnaire to Reconciliation Australia.	August 2018 August 2019 August 2020	Deputy Executive Director
	• Complete and submit the RAP Impact Measurement Questionnaire to Reconciliation Australia annually.	September 2018 September 2019 September 2020	Deputy Executive Director
12. Report RAP achievements, challenges and learnings internally and externally	• Report our RAP achievements, challenges, procurement and employment targets, cultural training and learnings in the Harbour Trust Annual report.	October, 2018 October 2019	Director, MVE
	• Report RAP progress to: staff at quarterly staff meetings, at Community Advisory Committee meetings and Board meetings.	June, Sept, Dec 2018 March, June, Sept, Dec 2019 March 2020	Executive Director
13. Review, refresh and update RAP	• Liaise with Reconciliation Australia to develop a new RAP based on learnings, challenges and achievements.	November 2019	Deputy Executive Director
	• Send draft RAP to Reconciliation Australia for review and feedback.	December 2019	Deputy Executive Director
	• Submit draft RAP to Reconciliation Australia for formal endorsement.	March 2020	Deputy Executive Director

