



# Harbour Trust Innovate Reconciliation Action Plan JULY 2020 – JUNE 2022



Harbour  
Trust



Australian Government  
Sydney Harbour Federation Trust

Cover image credits, clockwise from top left:

Biennale of Sydney: NIRIN, Welcome to Country and Official Opening of Vernissage, Cockatoo Island, 2020; Bungaree Walkway, Headland Park, 2016; North Head Sanctuary Discovery Day, 2018, Weaving Workshops with Karleen Green; A First Nations Experience: Featuring Bow + Arrow, Sunset Sessions, Cockatoo Island, 2019; Harbour view from North Head Sanctuary, 2018; Serving Country Exhibition, by Belinda Mason, Harbour Trust RAP Launch, Headland Park, 2018.

## 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.

# 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 EXECUTIVE DIRECTOR

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 across Sydney Harbour and its foreshores.

Harbour Trust lands reveal 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 Harbour Trust Foreshores and volunteered and served in the defence forces that used our bases.

Over the past two years, as we have implemented our first *Innovate Reconciliation Action Plan* (RAP), Harbour Trust staff, volunteers, community and board have taken tangible steps in our journey to reconciliation, and we have learned much from the generous advice and guidance of the Harbour Trust Aboriginal and Torres Strait Islander advisory groups and First Nations community. As part of our commitment to integrating our approach to reconciliation with our business, performance against our RAP initiatives are integrated in our Corporate Planning process and reported to the Members of the Trust quarterly.

But we have more to learn, to change and to do. This Innovate RAP seeks to build on our work, including strengthening our focus on key areas including cultural awareness, procurement, land management and partnerships.

I'm looking forward to working with our community to achieve our vision for reconciliation.

**Ms Mary Darwell**  
**Executive Director, Sydney Harbour Federation Trust**



## MESSAGE FROM RECONCILIATION AUSTRALIA

Reconciliation Australia commends the Sydney Harbour Federation Trust on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. The Sydney Harbour Federation Trust continues to be part of a strong network of more than 1,100 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

An Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build the strong foundations and relationships that ensure sustainable, thoughtful, and impactful RAP outcomes into the future.

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that the Sydney Harbour Federation Trust will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to the Sydney Harbour Federation Trust using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for the Sydney Harbour Federation Trust to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, the Sydney Harbour Federation Trust will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of the Sydney Harbour Federation Trust's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations Sydney Harbour Federation Trust on your second Innovate RAP and I look forward to following your 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 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 embedding 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.

## OUR BUSINESS

The Harbour Trust sits within the portfolio of the Australian Federal Government's Department of Agriculture, Water and the Environment. 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 reuse 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 more than 1.8 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.

The Harbour Trust employs 59 employees, comprising 50 fulltime, nine part-time and 14 casual employees. Currently, the Harbour Trust has two identified Aboriginal and Torres Strait Islander staff.

The Harbour Trust's main office is located at Mosman, NSW with office facilities on Cockatoo Island, Sub Base Platypus and North Head. There are two Visitor Centres at Cockatoo Island and North Head.

## OUR RAP

Harbour Trust lands reveal the heritage of the Traditional Custodians and Owners; namely, the Borogegal, Birrabirrigal, Cammeraygal, Gadigal, Gayamagal and Wallumedegal. This includes their lived experiences and connection to the nation's maritime and defence industries across the last two centuries.

The Harbour Trust has a significant responsibility and opportunity to assist in the national process of Reconciliation. This involves helping all Australians to recognise and celebrate the cultures and histories of Aboriginal and Torres Strait Islander peoples, including their continuing connections to our sites.

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

Over the term of the Innovate RAP, whilst substantial progress was made in embedding consideration of reconciliation outcomes within our business, including in our corporate planning and board discussions, there are some key learnings for future consideration these include;

- creating improved employee ownership of the RAP and looking at ways to further embed the objectives more broadly across the organisation
- more direct cultural exchanges for staff and allocate more time to discuss the First Nations histories and cultures in meetings
- working with First Nations peoples to contribute to the place-making, storytelling and visitor experience across our sites
- further develop relationships with First Nations peoples and organisations that advocate for and promote the Harbour Trust

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 Executive Director, Mary Darwell, is championing the RAP and is accountable to the Members of the Trust for its performance.

The Harbour Trust has an established Internal RAP Working Group (RWG), incorporating a RAP External Advisory Group.

The RWG is volunteer based group and made up of employees across different levels and business units. All members have committed to a two year term under an agreed 'Terms of Reference'. Their main role is to develop and assist in implementing the RAP across the business.

**This RWG comprises the following Harbour Trust senior executive and team members (including two First Nations employees):**

- **Director, Projects, Libby Bennett;**
- **Officer, Marketing and Communications, Will Cooper**
- **Office Manager, Claire Harrison;**
- **Education and Public Programs Officer, Elyse Johnson;**
- **Senior Planner, Kathryn Werner;**
- **Ranger, Jeremy Kenna; and**
- **Property Officer, Nic Sheehan.**

The RAP External Advisory Group was established to provide high level strategic advice and feedback to the Harbour Trust. Members are asked to advise and implement the strategic plans included in the RAP, the Harbour Trust Corporate Plan and site Management Plans. Additionally, they help facilitate partnerships; advise and strengthen capacity on Harbour Trust sites; engage and build relationships with First Nations peoples across the Harbour Trust sites; and advise on ways the Harbour Trust can share the First Nations histories of our places with visitors.

**Our Aboriginal and Torres Strait Islander RAP Advisory Group includes:**

- **Susan Moylan-Coombs**
- **Professor Dennis Foley**
- **Djon Mundine OAM**
- **Roy Mundine OAM**
- **Peter White**

Representatives of the RWG attend the quarterly RAP External Advisory Group meetings on a rotating basis to talk through the implementation of the RAP.

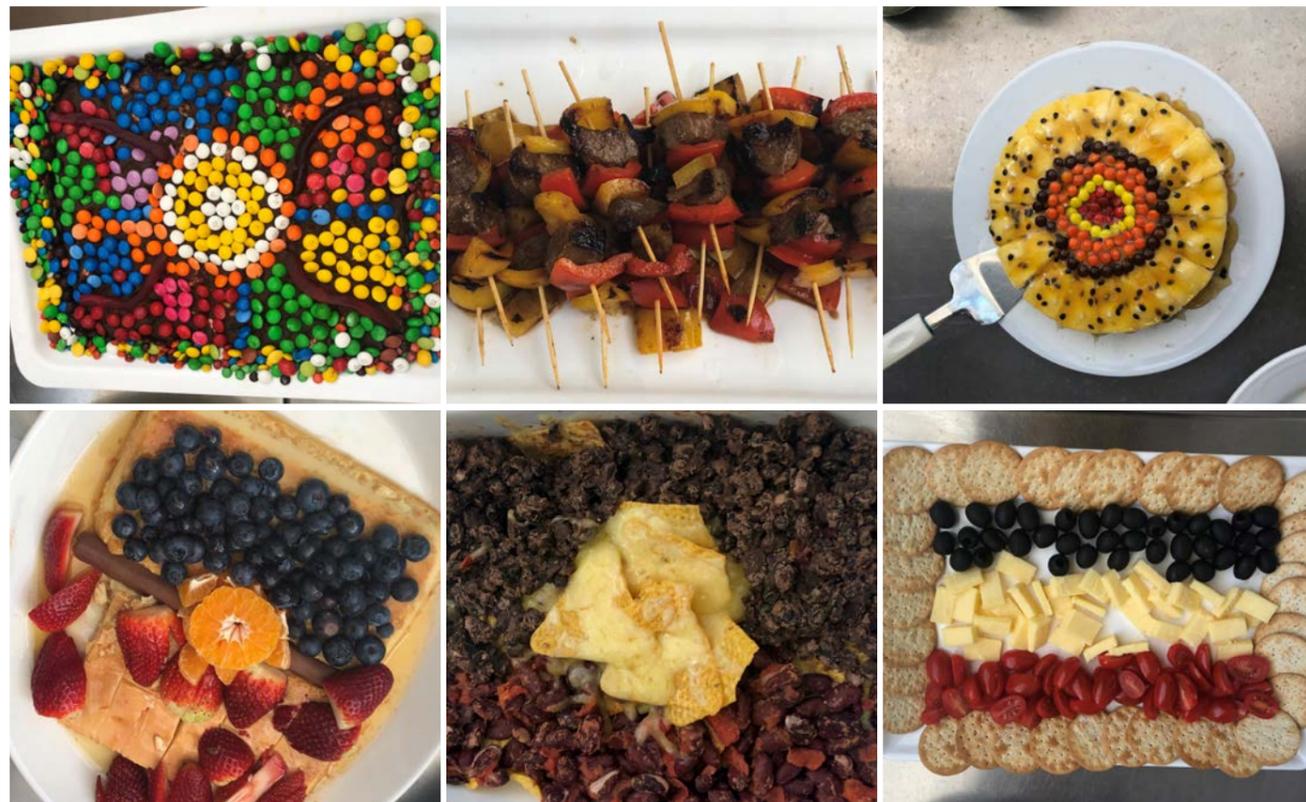
## OUR PREVIOUS RECONCILIATION WORK

Most significant during the term of the Innovate RAP was the significant change in our cultural awareness — staff, volunteers and board members, and the steps taken to develop relationships with Aboriginal and Torres Strait Islander organisations and leaders. This was helped significantly by the leadership of the RAP internal working group. This in turn has helped to ensure our reconciliation work is embedded more fully within the business. The challenge for us in our second RAP is to take further steps to resource our ambitions for reconciliation.

The Harbour Trust is committed to sustainable change and understand this will only happen if all elements of our activities consider and embrace the importance on working towards reconciliation.

The Harbour Trust launched an Innovate RAP in 2018 under the guidance of an internal RAP committee, which included Member of the Trust Josephine Cashman, Community Advisory Committee Member Susan Moylan-Coombs, and input from Reconciliation Australia representatives.

This was launched during NAIDOC Week 2018 and coincided with an exhibition, “Serving Country” which acknowledged the valuable contribution of First Nations service people, the exhibition ran 29 June through to 29 July 2018, attracting 564 visitors.



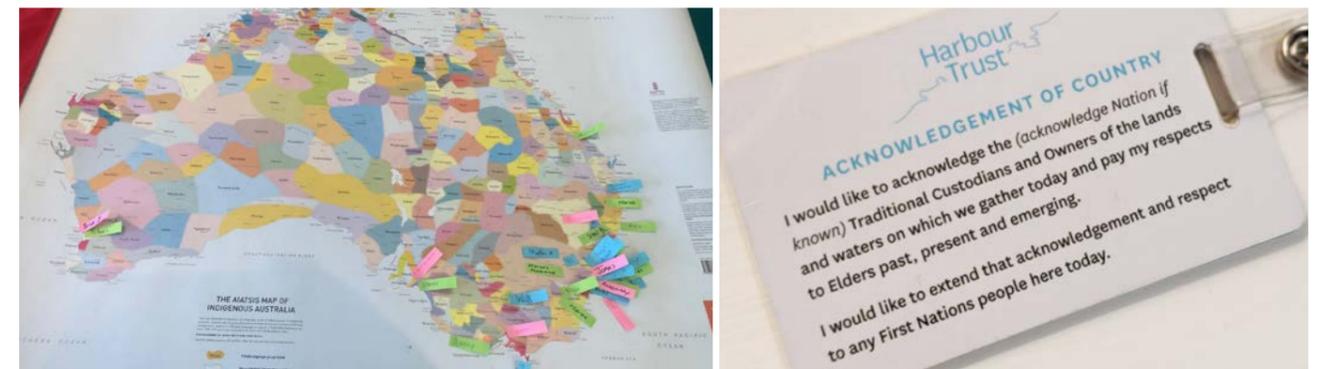
Staff attended a morning tea where they listened to a talk led by First Nations Harbour Trust staff on their family histories. After the talk, staff shared food in celebration of National Reconciliation Week.



North Head Sanctuary and Cockatoo Island Acknowledgement of Country signage was installed to create broader Traditional owner awareness.

### A breakdown of the RAP Implementation Achievements and Highlights;

- Internal RAP Working Group met consistently over the reporting period
- External Aboriginal and Torres Strait Islander Advisory Group met consistently over the reporting period
- Internal Advocacy strategy developed and implemented
- Two full-time First Nations staff employed during the reporting period
- Protocol Document, Partnering with Aboriginal and Torres Strait Islander Organisations, established and endorsed
- Continual development of partnerships to support First Nations peoples, including the establishment of a multi-year partnership with Dance Rites (Sydney Opera House)
- Staff participated in Cultural Awareness and Unconscious Bias Training and a screening of two Reconciliation Australia Film Club Documentaries
- Cultural Protocol Document for Welcome to Country and Acknowledgement of Country created and distributed to staff
- Staff provided with an information card for their security lanyard outlining the Harbour Trust's Acknowledgment of Country
- Acknowledgement of Country plaques installed at key entrance points of all primary sites
- Holding Sunset Sessions: Live Music for National Reconciliation Week at Cockatoo Island in recognition of National Reconciliation Week 2019
- Staff attended the AFL Indigenous Round as part of National Reconciliation Week
- First Nations consultation for Cockatoo Island was conducted in 2019. The aim of this was to explore First Nations peoples' experiences, values and the principles important for the future of Cockatoo Island. This consultation has provided important input the Harbour Trust Independent Review and guiding the future strategic work for Cockatoo Island.
- Partnership with Biennale of Sydney to support the 22<sup>nd</sup> Biennale of Sydney: *NIRIN* and the inaugural First Nations curator at the helm
- Procurement process barriers simplified and removed, requiring staff to be aware of Indigenous Procurement targets. Use of Supply Nation was encouraged for all procurements



Staff participated in a National Reconciliation Week map activity identifying the traditional owners/custodians of their hometown on the AIATSIS Map of Indigenous Australia.

Acknowledgment of Country cards were distributed to all Harbour Trust staff.



We Are The Living History, Tennant Creek Brio, 2020, featured at the 22<sup>nd</sup> Biennale of Sydney: NIRIN, Cockatoo Island. Photograph: Zan Wimberley.

## RELATIONSHIPS

Deepening relationships with Aboriginal and Torres Strait Islander peoples and other Australians is critical to the Harbour Trust as we are responsible for revealing the stories of the lands we hold in Trust for the people of Australia, and to ensure their contemporary use reflects the diversity of Australia. To do this we need to ensure that across our business, we connect with Aboriginal and Torres Strait Islander people, learn from their connection to and management of Country, explore opportunities to embed their approach and insights in what we do and explore opportunities to work with Aboriginal led enterprises in sites services, tourism, and cultural endeavours.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	June 2021	Director — Marketing & Visitor Experience
	• Maintain and continue to implement the engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	July 2021	Head of Marketing & Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2021 May 2022	Office Manager
	• RAP Working Group members to participate in an external NRW event.	May 2021 May 2022	Director, Projects
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	May 2021 May 2022	Director, Projects
	• Organise at least one NRW event each year.	May 2021 May 2022	Head of Venue & Programs
	• Register all our NRW events on Reconciliation Australia's NRW website.	May 2021 May 2022	Head of Venue & Programs

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	• Implement strategies to engage our staff in reconciliation.	May 2021 May 2022	Director, Projects
	• Communicate our commitment to reconciliation publicly.	July, October 2020 January, April, July, October 2021 January, April 2022	Head of Marketing & Engagement
	• Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2021	Executive Director
	• Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.	June 2021	Executive Director
4. Promote positive race relations through anti-discrimination strategies.	• Include an overview of the RAP as part of staff induction process.	June 2021	Manager, People & Culture
	• Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	November 2021	Manager, People & Culture
	• Develop, implement and communicate an anti-discrimination policy for our organisation.	November 2021	Manager, People & Culture
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	November 2021	Manager, People & Culture
	• Educate senior leaders on the effects of racism. Host a screening of <i>The Final Quarter</i> and facilitate a discussion following the film using the associated resources.	November 2021	Manager, People & Culture

# RESPECT

Respect for Aboriginal and Torres Strait Islander cultures, land and histories is important to the Harbour Trust. The Harbour Trust values the past and contemporary history of the places and landscapes we look after and we actively seek to interpret each of our sites and their heritage. The Harbour Trust is working towards improvements in acknowledging First Nations peoples' connections.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct a review of cultural learning needs within our organisation.	January 2021	Manager, People & Culture Volunteer Manager
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	February 2021	Manager, People & Culture
	• Develop, implement and communicate a cultural learning strategy for our staff.	June 2021	Manager, People & Culture
	• Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning. Including investigating local cultural immersion opportunities for staff.	June 2021	Manager, People & Culture
	• Create an individual RAP goal and cultural learning plans for staff within yearly performance agreement.	October 2020, 2021	Executive Director
	• Program Yarning Circle Events for staff to share stories, questions, ideas and insights in culturally respectful ways	December 2020, 2021	Director, Projects
	6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2020, 2021
• Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.		January 2021	Records Management Officer
• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.		June 2021, 2022	Head Marketing & Engagement
• Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.		July 2020	Executive Director



The Yiliwiyaygundi Yuudarlala, a dance group from Gumbaynggirr clan, Dance Rites, Cockatoo Island, 2019.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Working Group to participate in an external NAIDOC Week event.	November, 2020, July 2021	Director, Marketing & Visitor Experience
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	October 2020	Manager, People & Culture
	• Promote and encourage participation in external NAIDOC events to all staff.	November 2020, July 2021	Office Manager
8. Acknowledge and increase the understanding of Aboriginal and Torres Strait Islander histories in connection with Harbour Trust locations.	• Investigate formal dual naming process for sites and apply for dual naming for Cockatoo Island.	November 2020	Director, Planning
	• Establish a consultation framework with First Nations communities and organisations to further integrate storytelling across Harbour Trust sites.	June 2021	Head Marketing & Engagement



Bondi to Manly Walk signage utilising an Aboriginal Whale Symbol, Chowder Bay, Headland Park, 2019.

## OPPORTUNITIES

The Harbour Trust aims to create opportunities for Aboriginal and Torres Strait Islander peoples in our workforce and to promote Aboriginal and Torres Strait Islander commercial relationships. The Harbour 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 Harbour Trust to directly benefit from increased access to diverse skills and knowledge.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	November 2020	Manager, People & Culture
	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	November 2020	Manager, People & Culture
	• Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	November 2020	Manager, People & Culture
	• Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	December 2020, 2021	Manager, People & Culture
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	November 2020	Manager, People & Culture
	• Meet and strive to exceed the current level of Aboriginal and/or Torres Strait Islander staff employed in our workforce.	December 2020, 2021	Executive Director
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.	July 2021	Chief Financial Officer
	• Investigate a requirement that major contractors (over \$500k per annum or \$1M construction contract) specify their First Nations procurement strategy and include this as a factor in all tender assessments.	July 2021	Chief Financial Officer
	• Investigate Supply Nation membership.	July 2020	Director — Strategy, Finance
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	July 2021	Office Manager
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	July 2021	Chief Financial Officer
	• Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2022	Director — Marketing & Visitor Experience
	• Meet and strive to exceed the First Nations procurement target of 1.5%	June 2022	Director — Strategy, Finance & Commercial

## GOVERNANCE, TRACKING PROGRESS AND REPORTING

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
11. Establish and maintain an effective RAP Working group (RWG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RWG.	July 2020	Director — Projects
	• Establish and apply a Terms of Reference for the RWG.	July 2020	Director — Projects
	• Meet at least four times per year to drive and monitor RAP implementation.	July, October 2020 January, April, July, October 2021 January, April 2022	Director — Projects
12. Provide appropriate support for effective implementation of RAP commitments.	• Define resource needs for RAP implementation.	May 2021 May 2022	Director — Strategy, Finance & Commercial
	• Engage our senior leaders and other staff in the delivery of RAP commitments.	May 2021 May 2022	Director — Strategy, Finance & Commercial
	• Define and maintain appropriate systems to track, measure and report on RAP commitments.	July 2020	Director — Strategy, Finance & Commercial
	• Appoint and maintain an internal RAP Champion from senior management.	July 2020	Executive Director
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2020, 2021	Director — Projects
	• Report RAP progress to all staff and senior leaders quarterly.	July, October 2020 January, April, July, October 2021 January, April 2022	Director — Strategy, Finance & Commercial
	• Publicly report our RAP achievements, challenges and learnings, annually.	July 2020, 2021 July 2022	Director — Marketing & Visitor Experience
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2022	Director — Strategy, Finance & Commercial
	14. Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	December 2021



Diramu Aboriginal Dance and Didgeridoo, Smoking Ceremony, A Sunset Sessions Special: Live Music for National Reconciliation Week on Cockatoo Island.

## CONTACT DETAILS

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Harbour Trust



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