



**HARBOUR TRUST  
ABORIGINAL AND TORRES STRAIT ISLANDER ADVISORY COMMITTEE**

**Time:** 13 January 2022  
10:00am – 12:00pm

**Venue:** Zoom Video Conference

**Present**

**First Nations Advisory Group**

Professor Dennis Foley  
Peter White  
Susan Moylan-Coombs

**Apologies**

Djon Mundine OAM

**Harbour Trust**

Tanya Denning-Orman, Member of the Trust  
Janet Carding, Executive Director  
Kathryn Roberts, Director - Marketing & Visitor Experience  
Justin Bock, Director - Strategic Reform  
Madeleine Treacy-Maclean, Stakeholder Engagement Officer

**1. Welcome and Acknowledgement of Country**

Welcome to Country – Professor Dennis Foley (DF).  
Acknowledgement of Country – Janet Carding (JC), Harbour Trust Executive Director.  
JC provided an overview of the meeting purpose and direction.

**2. New Harbour Trust Board Member**

JC Introduced Tanya Denning-Orman (TDO) as the new Harbour Trust Board Member.  
TDO introduced herself and her background. She spoke to the importance of storytelling and will guide the Harbour Trust (HT) via her appointment on the HT board, having over 25 years' experience in media and organisations.

**3. Debrief First Nations Workshops**

Peter White (PW) noted the success of the workshops as a “way-finder”. The workshops reset the HT and provide a way forward. He highlighted the importance of incorporating this work into the Cockatoo Island Masterplan and the North Head Masterplan projects.

PW added one of the main action items to come out of the workshops was a change in governance and approach to developing relationships with First Nations Peoples.



**Discussion**

**Action:** The HT will aim to expand its First Nations staff to remove the reliance on consultants.

**Action:** The Harbour Trust will work to move future meetings to be held on Country, depending on the COVID situation.

JC noted the importance of the First Nations workshops to the HT and the appropriate steps needed to implement change in the organisation. Beginning with key positions being filled by First Nations people, including a senior First Nations role and capacity to develop and deliver interpretation from First Nations History and contemporary perspectives. JC added that a collaboration and participatory approach with First Nations people would be part of the master planning of Cockatoo Island and North Head Sanctuary.

**Action:** The HT will employ a Director of First Nations (name to be determined) and a First Nations interpretive planner/project manager.

DF spoke to the success of the workshops and commended Wesley Enoch for his facilitation work, and added that there were missing people from the workshops, especially from the rank-and-file local community members, who would be a benefit to further consultation with the HT.

**Discussion**

Comments included:

- the importance of education and creating welcoming sites for all community members, especially First Nations people
- that working with the whole of the HT staff and not just the engagement team would be beneficial
- the opportunities to formalise 'camping on Country' in a strategic document
- the importance on developing authentic relationships that will add value to the HT and the community
- the importance for staff to be connected to Country

Overall, it was noted that the advice from the committee was consistent – in that, this is an opportunity to move to the next level in the relationship with First nation’s people with the culture to be present within the HT.

**4. Discussion on Guiding Principles**



JC spoke to the opportunities the Guiding Principles provide the HT and invited feedback.

Comments included:

- engaging a First Nations author to research the stories of the sites on HT land
- the Guiding Principles are a good start but are not the whole answer. The HT needs to continue the development of future relationships and create long term bonds of trust. They must be living documents, conveying that it is okay to make mistakes. There needs to be leadership in this space. The benefits will then be translated back to the community
- clarification was needed on whether the First Nations Committee work is a transitional step and will become the working relationship with the board
- the HT's commitment to broadening First Nations perspective was a part of the independent review
- the level of relief that the committee's conversations were being heard
- the importance of a reset in understanding culture, especially with HT staff, building on the current cultural awareness training
- that as understanding of culture and history, grows, then there can be a plan to note which staff are doing events on Country and are immersed in culture
- Kathryn Roberts (KR) noted that the HT has a group of staff committed to furthering our First Nations engagement through the current Reconciliation Action Plan (RAP)
- that cultural knowledge sharing should be done by a First Nations person
- the importance of having First Nations Rangers that are culturally prepared
- that partnering with First Nation's organisations will also help build relationships, which will then benefit the sites

## 5. Next steps

JB spoke to the agenda item "Next steps" and the strategic direction of the HT and the progress of the current RAP. JB asked for input from the committee on how best to take the HT forward to embed the guiding principles and approaches discussed earlier in the meeting and asked if that would be best done through a RAP or another strategic document.



Comments included:

- that the RAP needs to be embedded into the strategic plan of the HT
- the RAP needs to have a budget and that all levels of the HT needed training, including the HT board. Swinburne University is an excellent example, along with the ACT Government. The impact of the RAP will be long-term and understood in the next 20 years
- the SBS experience with their public RAP and the positive, immediate impact on staff. TDO suggested the RAP can be very favourable to an organisation however, she noted that SBS have both a RAP and a strategic framework

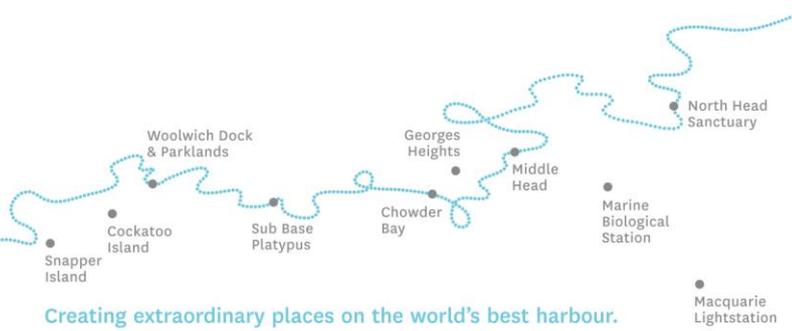
**Action:** HT to review Swinburne University, the ACT and the Department of Health RAPs and to explore a new RAP as part of way forward

JB noted that the HT master planning for Cockatoo Island and North Head is commencing soon. There will need to be First Nations engagement in the wayfinding and the storytelling in both sites. This will be a community-led process that seeks feedback on how best to navigate finding the right story. This would be a first opportunity to put the Guiding Principles at the heart of the design process.

SMC noted this could be a part of the new Director, First Nations role so that these conversations are well informed, which will help build the HT's capacity.

In conclusion, noting that this was the last formal meeting of the Aboriginal and Torres Strait Islander Advisory Committee established under the RAP process, JC thanked the committee for all their work, and apologised that lunch was not possible due to the current pandemic, but that it would be rearranged once the omicron wave passed. The HT was very grateful for the group's efforts and their work in building the relationship between First Nations people and the HT. She noted that while the Committee had formally concluded, she would very much like to continue working with the Committee members individually, which was welcomed by the members.

**JC ends meeting: 12:05**



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**Actions**

Item	Completed
Action: The HT will aim to expand its First Nations staff. This will help to further ease the over reliance of consultants.	
Action: The HT will employ a Director of First Nations (name to be determined) and a First Nations interpretive planner/project manager.	
The Harbour Trust will work to move future meetings to on Country, depending on the COVID situation.	
Action: HT to review Swinburne University, the ACT and the Department of Health RAPs and to explore new RAP as part of way forward.	