



INNOVATE - Reconciliation Action Plan

March 2023 - March 2025

Acknowledgement of Country

North Queensland Bulk Ports Corporation acknowledges the Traditional Owners of Country throughout Australia and recognises their continuing cultural and spiritual connection to land and water. We pay respect to their Elders, past, present and emerging.



Artwork & Artist Bio

Reconciliation Action Plan Artwork:

The artwork on the back cover is titled Making Connections and shows the four major ports of North Queensland Bulk Ports (NQBP) making connections, working with communities, and creating opportunities on Country within these mining regions. The different patterns within the port symbols depict many interested trading parties and shows how NQBP is connecting Queensland to the world through their ports. Page 22 shows a break down to the meaning of the artwork.

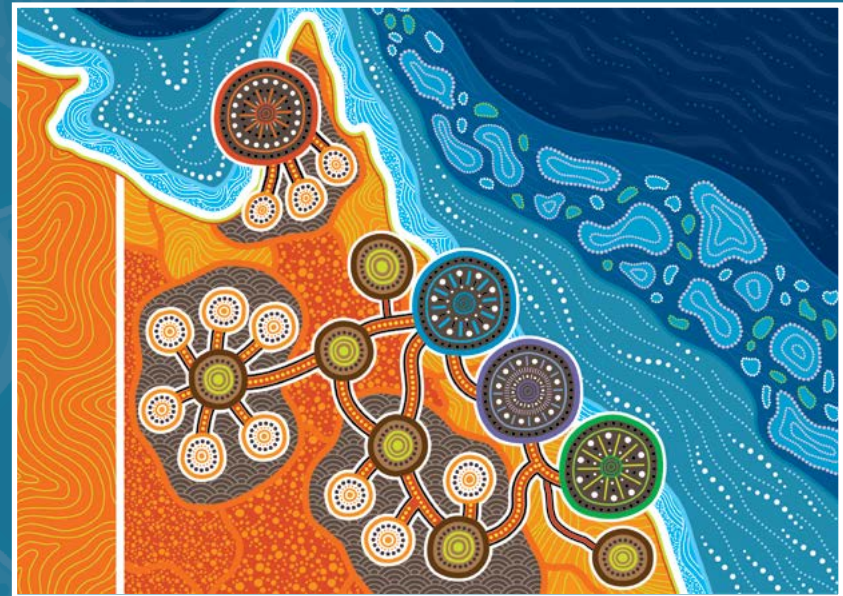
Artist Bio:

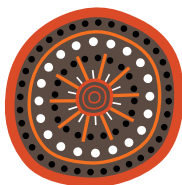
Born in JURU Country – Bowen - Robert Paul has always had a passion for art from a young age.

Over the years, his interest in art evolved and he decided to pursue his studies through James Cook University, where he was awarded a Scholarship and received various awards from the Faculty of Arts, Business and Law, based on his academic performance. After graduating in 2003, Robert built his own business as a Graphic Designer, specialising in illustration and murals. His work has been highly sought after locally, nationally, and even internationally. His work is about to reach even newer heights with the Australian Space project.

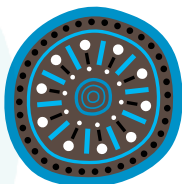
He continues to work with both mainstream and Indigenous businesses throughout Australia with his graphic design and illustrations.

Art and Design have taken him to areas he could only have dreamt of. He looks forward to continuing in this field of work that he loves and respects.

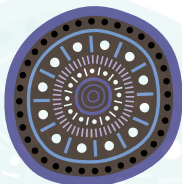




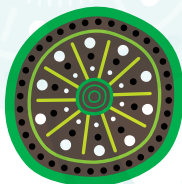
WEIPA



ABBOT POINT



MACKAY



HAY POINT

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Jane McTaggart,
NQBP Chair

Message from the Chair

North Queensland Bulk Ports Corporation (NQBP) continues to embrace its commitment to reconciliation with our second Innovate Reconciliation Action Plan (RAP) 2023/25.

Our commitment is reflected in the actions we will undertake across the reconciliation themes of: Respect; Relationships, Opportunities, and Governance.

The new Innovate RAP provides further opportunity to expand our commitment to reconciliation across our port communities.

I would like to thank our Traditional Owner representatives. With your support, we're committed to realising great outcomes together.

We will continue to work closely with Aboriginal and Torres Strait Islander peoples in our port communities to strengthen relationships and take positive and impactful action.



Belinda Kenny,
NQBP Acting CEO

Message from the Acting CEO

NQBP presented its first Reconciliation Action Plan (RAP) in October 2020.

It was an honour to have our RAP 2020/22 recognised at the 2021 Queensland Reconciliation Awards.

We continue to progress our reconciliation journey with our 2023/25 Innovate RAP.

Our aim is to build on our current work and progress the development of strong and mutually beneficial relationships.

This includes developing opportunities for our Aboriginal and Torres Strait Islander employees and suppliers.

The feedback from our stakeholders has been very supportive of the work we are doing, particularly in building relationships and working with community groups to advance reconciliation.

NQBP has sought to lead reconciliation by engaging with other ports across Queensland and Australia to share our reconciliation experience.



*Karen Mundine
Chief Executive Officer
Reconciliation Australia*

Message from Reconciliation Australia

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. North

Queensland Bulk Ports Corporation 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 North Queensland Bulk Ports Corporation will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to North Queensland Bulk Ports Corporation 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 North Queensland Bulk Ports Corporation 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, North Queensland Bulk Ports Corporation will ensure shared and cooperative success in the long-term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of North Queensland Bulk Ports Corporation's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

Congratulations North Queensland Bulk Ports Corporation on your second Innovate RAP and I look forward to following your ongoing reconciliation journey.

Our Vision

North Queensland Bulk Ports Corporation's (NQBP) corporate vision is:

To be global leaders in sustainable facilitation of port trade.

Our Mission

NQBP's corporate mission is:

To manage safe and efficient ports that connect regional Queensland to the world by balancing the needs of iconic natural environments, communities, stakeholders and port users.

Our Values

NQBP's corporate values are detailed below. These values will guide the activities and deliverables we have for our RAP.

Integrity: We stand by our actions and NQBP's values even when no-one is watching.

Respect: We care for and treat everyone fairly, recognising and appreciating diversity.

Excellence: We strive to deliver the best outcomes while being committed to continuous learning and development.

Unity: We share a common purpose to achieve positive outcomes for our organisation and regions.

Our Vision for Reconciliation

NQBP's vision for reconciliation is for an Australia that embraces and values Aboriginal and Torres Strait Islander peoples, histories and cultures and promotes diversity, providing equitable opportunities for all Australians. As a port authority, NQBP plays an important role within regional Queensland and through this we seek to positively influence reconciliation.

Our Business

NQBP is a Government Owned Corporation incorporated under the *Corporations Act 2001* and subject to the requirements of the *Government Owned Corporations Act 1993*.

The Queensland Government owns all shares in NQBP, which are held by two shareholding Ministers: the Treasurer and Minister for Investment; and the Minister for Transport and Main Roads.

Additionally, NQBP is a port authority under the *Transport Infrastructure Act 1994* with responsibility for four ports within Queensland – Port of Hay Point, Port of Mackay, Port of Abbot Point, and the Port of Weipa.

NQBP's ports stretch from the far north to the central coast of Queensland, with three of our four ports located in the Great Barrier Reef World Heritage Area. As a trade-based port authority, we bring together business, environment, community and strategic stakeholder interests to make our ports sustainable for everyone.

NQBP plays an integral part in regional Queensland's prosperity by supporting the sustainable growth of industries and facilitating the trade of essential commodities.

Our RAP

NQBP commenced its official reconciliation journey with the endorsement of our first Innovate RAP in 2020 which built on relationships developed with Traditional Owners within our Port communities over multiple decades. A goal of this RAP was to extend our engagement and collaboration with Traditional Owners and Aboriginal and Torres Strait Islander peoples in order to promote reconciliation.

We take our environmental responsibilities very seriously. Working in partnership with Aboriginal and Torres Strait Islander peoples across our port areas provides the opportunities of combining Traditional knowledge with modern science to deliver sustainable outcomes.

Our role as a port authority comes with great responsibility to the local and wider communities of Hay Point, Mackay, Bowen (Abbot Point) and Weipa. We support these communities through sponsorships, donations and partnerships and take great pride in the process of working together. We respect the aspirations and concerns of our port communities and stakeholders and, as a business, acknowledge that social performance is a key factor by which success is often measured.

NQBP has a total of 118 staff across two offices and three workshop facilities across our port communities, with three of our staff identifying as Aboriginal and/or Torres Strait Islander people.

In developing our second RAP, NQBP reflected upon the achievements and challenges of our first RAP. We determined that continuing the "Innovate" journey would continue building momentum in areas we have made progress in, but enable further work and refinement to strengthen our reconciliation foundation.

Our Achievements to Date

The most significant change which has occurred due to the development and implementation of NQBP's 2020/2022 Innovate RAP was the formal commitment of a Queensland port authority to reconciliation and extending its existing work with Traditional Owners to the broader Aboriginal and Torres Strait Islander community. The specific actions in the Plan deliver positive outcomes for Traditional Owner businesses, which have to date resulted in material outcomes for employment and business growth for Juru Enterprise Limited (JEL) in Bowen and Wik Timber in Weipa.

Key outcomes which have been achieved through the implementation of our 2020/22 Innovate RAP include:

- Increasing procurement spend with Aboriginal and Torres Strait Islander businesses from 1.63% of total spend in financial year 18/19 to a total spend of over \$1.7m representing 3.1% of total spend in financial year 2021/22.
- Increasing opportunities by working directly with Juru Enterprise Limited and Wik Timber to facilitate business growth.
- Continuing to build our partnership with Juru Traditional Owners through working with JEL.
- Raising awareness of Aboriginal and Torres Strait Islander cultures and heritage within NQBP, through training of our staff, with 90% of all staff having completed Cultural Awareness Training delivered by an Aboriginal owned business.
- Raising awareness of the Traditional Owners and language of Yuwi people through the naming of a new port road in the Yuwi language. Gudyara Road being the only road within the Mackay Region having an Aboriginal language name.
- Providing \$12,000 in sponsorship funding for events and activities to promote awareness of Aboriginal and Torres Strait Islander cultures.

Queensland Reconciliation Awards

NQBP's early work in developing and implementing our first RAP was recognised at the 2021 Queensland Reconciliation Awards, being announced as joint winner in the Business Category. The award recognised NQBP's contribution across the five dimensions of reconciliation.

The award was a great recognition of the partnership we have with Juru Enterprises Limited (JEL) for land and sea management works at the Port of Abbot Point and the support provided to Wik Timber for development of their project at the Port of Weipa. NQBP was also able to work with the Yuwi People to recognise language.

NQBP had always worked with Traditional Owners as part of our regulatory requirements for the operation of our ports. The development and implementation of the Innovate RAP required a firm commitment to exceed these requirements with the aim of providing an avenue for long-term change and reconciliation.



NQBP Board member Tony Mooney and Juru Enterprises Limited CEO Ricky Dallachy receive the Qld Reconciliation Award for Businesses.



Juru Enterprises staff



[VIEW VIDEO](#)

Partnership with Juru Enterprises Limited

The Juru People are the Native Title holders and Traditional Owners of the land and sea country at the Port of Abbot Point. NQBP commenced working with Juru representatives in the late 1990s, primarily around port project regulatory requirements and the development of cultural heritage management plans. This resulted in the commencement of foundational and authentic relationships between the Juru People and NQBP representatives, which have strengthened and developed since this time.

NQBP has implemented a number of the commitments with JEL and in the process, continued to strengthen our working relationship as a trusted partner. In 2018, committed to engaging JEL for a minimum five (5) year contract for the conduct of port land and sea management at the Port of Abbot Point, which enable business expansion. In addition to contractual works, NQBP works with JEL executives to identify business development opportunities, provide training opportunities for staff and to build technical capacity, through a collaborative partnership.

Quote:

"Working with NQBP has been a very rewarding opportunity for not only myself but our staff as well, we have learnt much more than Environmental Land Management and leadership, but business opportunities within our own organisation for growth and development. I am very proud to be a part of this growing partnership."

Jessica Vakameilalo, Project Manager JEL

Bowen State School Yarning Circle

During 2021 NQBP worked closely with Bowen State School and Juru Enterprises Limited to facilitate the development of a Yarning Circle at the school. The Yarning Circle was identified by the school as an opportunity to bring together Indigenous and non-indigenous cultures in a safe and respectful way. NQBP worked with the school principal Mr Christien Payne and school counsellor Ms Karenne Williams to develop the concept. We then provided funding and materials for the project, including five pylons from the historic Bowen Jetty, which were installed as five totems. Additionally, a mural was commissioned from Juru Graphic Artist, Robert Paul. The mural depicts the learning journey of students at the school.

VIEW VIDEO:

Quote:

"The five old pylons are now totems standing for the connection to Country of all First Nations people. The idea is a representation of the healing process taking place in our school with our key focus on inclusivity for all students,"

Karenne Williams, Bowen State School, Student Counsellor



One of the historic pylons, now a totem in the Yarning Circle, with the mural in the background.



Bowen serpent mural by Juru graphic artist Robert Paul.



Queens Beach State School welcome video

In August 2021 NQBP sponsored the development of an Acknowledgement of Country video, featuring Juru Elders, Juru dancers and Queens Beach school students. The video provides an Acknowledgement of Juru Country and part of the school's ongoing commitment to reconciliation. As part of the preparation of the video, NQBP hosted the students and Juru representative, Jessica Vakameilalo, on Country at the Port of Abbot Point. Here the students were able to see some of the important work JEL undertakes in management land and sea country.

Jessica Vakameilalo, Juru Traditional Owner and JEL representative talking with Queen's Beach students about caring for Country at the Port of Abbot Point.



[VIEW VIDEO:](#)

Celebrating National Reconciliation Week

Each year we celebrate National Reconciliation Week (NRW) with staff at each of our offices. NRW provides the opportunity to share learnings, knowledge, and cultures with special events. In 2022, we hosted two events. Our Bowen, Mackay and Weipa staff joined together to celebrate with an incredible Smoking Ceremony by Yuwi elder George Tonga opening the celebrations at our Port of Mackay Operations Centre.

Attendees were also treated to a Torres Strait Islander Cultural Performance by Caira Dreamtime Dancers led by former Bangarra Dance Theatre performer and Mackay local Patrick Thaiday. Our Bowen and Weipa based team members, James Miller, Kelvin Power and John Clark, finished up the celebrations with a Kup Murri, an ancient Aboriginal and Torres Strait Islander cooking method.

Brisbane staff also joined in on the celebrations from their office by hearing the story behind our Reconciliation Action Plan artwork from Aboriginal artist and designer, Casey Coolwell-Fisher.



Yuwi Elder George Tonga, welcomes staff on Yuwi Country at our 2022 NRW celebration



Caira Dreamtime Dancers and NQBP Mackay staff



RAP Working Group members, Luke Galea, Debbie McDonald, Sharone Carter and Emilie Power, in our RAP corporate shirts, and celebrating the Mackay Regional Council flag raising ceremony during NAIDOC 2022.



RAP Working Group members, John Clark, Luke Sorenson, Belinda Kenny, Emilie Power, Rachel Turvey, Luke Galea, Sharone Carter and, Debbie McDonald.

RAP Working Group

The RAP working group includes:

Belinda Kenny – Acting Chief Executive Officer (CEO), Working Group Executive Representative and RAP Champion

Julie Keane – Principal Development Advisor (PDA), Working Group Chair

Sharone Carter – Property Coordinator (PC)

Luke Galea – Environmental Coordinator (EC)

Emilie Power – Community and Stakeholder Advisor (CSA)

John Clark – Port Services Worker, Torres Strait Islander representative (PSW)

Rachel Turvey – Senior Human Resources Advisor (SHRA)

Debbie McDonald – Financial Reporting Officer (FRO)

Luke Sorensen – Manager Pilotage Services (MPS)

Tina Marsh – Executive Officer

Catherine O'Grady – Administrative Officer

Additional staff with responsibilities for implementation of the RAP:

Brett Spink – Acting Chief Financial Officer (CFO)

Ian McGoldrick – Senior Manager Communications (SMC)

Claire Smith – Senior Manager Human Resources (SMHR)



RELATIONSHIPS

NQBP is committed to establishing and maintaining meaningful partnerships and relationships with Aboriginal and Torres Strait Islander peoples in the communities in which it operates as an important element of achieving our corporate values of Unity and Respect. This will be achieved through strengthening existing relationships and establishing new mutually beneficial connections.

NQBP Value Alignment: **Unity** – We share a common purpose to achieve positive outcomes for our organisation and regions.

Respect – We care for and treat everyone fairly, recognising and appreciating diversity.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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 review guiding principles for future engagement.	June 2023	CSA, PDA
	Review and update engagement plan for work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June 2023	CSA
	Attend the Juru Enterprises Limited Board meeting/s, at least annually to provide an update on current working commitments and identify new opportunities for the year ahead. Seek to have an NQBP Board Member attend the Juru Board meeting once a year.	Dec 2023, Dec 2024	PDA and CEO
	Seek to formalise our existing informal partnership with Juru Enterprises Limited, through a formal agreement which addresses procurement, training and employment opportunities.	June 2023	PDA and CEO
	Seek to attend Yuwi Aboriginal Corporation Board meeting/s, at least annually to identify opportunities for working together. Seek to have an NQBP Board Member attend once a year.	Dec 2023, 2024	PDA and CEO
	Attend the Kyburra Munda Yalga Aboriginal Corporation, at least annually to provide an update on current working commitments and identify new opportunities for the year ahead. Seek to have an NQBP Board member attend once a year.	Dec 2023, 2024	PDA and CEO



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Investigate opportunities for NQBP Board to engage with Traditional Owners on Country.	May 2023	CEO
	Continue to invite and enable Aboriginal and Torres Strait Islander representatives to participate in each Port Community Reference Group (CRG).	Jan 2023	CSA
	Invite and enable Traditional Owners of each Port to participate in Technical Advisory and Consultative Committees (TACC) for dredging programs at each Port.	Jan 2023	EC
	Encourage sponsorship applications from Aboriginal and Torres Strait Islander organisations for activities, events or projects through our sponsorships and donations program.	Feb 2023, 2024	CSA
Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff, through the NQBP RAP page on the Intranet and the displaying of notices and posters.	May 2023, 2024	CSA, PC
	RAP Working Group members, an ELT representative and a member or members of the Board to participate in an external NRW event in Brisbane and our regional Port communities.	27 May- 3 June, 2023, 2024	CEO
	Encourage and support our Board, staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, 2023, 2024	CEO
	Organise at least one internal NRW for NQBP staff in Mackay and Brisbane.	27 May- 3 June, 2023, 2024	PC, FRO, EC, PDA
	Register all our NRW events on Reconciliation Australia's NRW website.	May 2023, 2024	PDA
	Encourage port stakeholders to attend NQBP NRW event in Mackay	May 2023, 2024	CSA



RELATIONSHIPS

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	June 2023	SMHR
	Communicate our ongoing commitment to reconciliation publicly, through postings on our website and media releases.	Nov 2022	SMC
	Continue to positively influence our external stakeholders to drive reconciliation outcomes.	Oct 2023, 2024	SMC
	Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Oct 2023, 2024	CEO
	Review and implement a RAP communication strategy including regular posts on the Intranet, website and social media highlighting events and outcomes.	Feb 2023	CSA
	Seek to lead and implement change, by expanding our engagement through Ports Australia and the Queensland Ports Association, Environment and Sustainability Working Groups, to identify potential innovative approaches and collaboration opportunities in advancing reconciliation throughout all of the ports of QLD and Australia.	Oct 2024	PDA
Promote positive race relations through anti-discrimination strategies.	Conduct a review of NQBP People and Culture Policy and associated procedures concerned with anti-discrimination provisions, to identify areas for continued improvement.	June 2024	SMHR
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	June 2024	SMHR
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	Nov 2023	SMHR
	Educate senior leaders on the effects of racism.	April 2024	SMHR
	Ensure ongoing education and training is provided to the whole organisation as to the impact of racism.	Sept 2024	SMHR



RESPECT

NQBP is committed to engendering a greater understanding and respect of Aboriginal and Torres Strait Islander cultures, traditions and histories. This is important to achieve reconciliation and align with our corporate value of Respect.

NQBP value alignment: **Respect** – We care for and treat everyone fairly, recognising and appreciating diversity.

Integrity: We stand by our actions and NQBP values even when no-one is watching.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	Sept 2023	SMHR
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	March 2024	SHRA
	Provide opportunities for RAP Working Group members, HR managers, Board members and other key leadership staff to participate in formal and structured cultural learning.	June 2024	SHRA
	Review and update the cultural learning strategy for all staff and members of the NQBP Board.	June 2024	SMHR
	Provide ongoing cultural learning for all staff and members of the NQBP Board. Training to be supplied by an external Aboriginal and Torres Strait Islander business.	June 2024	SHRA
	Work with Traditional Owners to include port specific cultural awareness for inclusion in NQBP inductions and new staff employment packs and make this information available across the whole organisation (i.e. Intranet)	June 2023	SMHR
	Provide information to all staff in relation to the purpose and significance of the Uluru Statement of the Heart and the Voice to Parliament.	Feb 2023	PDA
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.	Feb 2023, 2024	PDA



RESPECT

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Review, implement and communicate the NQBP cultural protocol document, to increase staff understanding of the purpose and significance of protocols including protocols for Welcome to Country and Acknowledgement of Country.	Nov 2022, 2023	PC, EC, MPS, PDA
	Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	May, June 2023, 2024	CSA
	Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and at the commencement of each NQBP Board or NQBP Board Committee meeting.	May, June 2023, 2024	CSA
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.	First week in July, 2023, 2024	CSA
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June 2023	SMHR
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2023, 2024	CEO
	Engage with Aboriginal and Torres Strait Islander representatives to provide sponsorship support for a NAIDOC Week community event within our port communities.	April 2023, 2024	PDA
Visibly promote Aboriginal and Torres Strait Islander cultures in public spaces.	In consultation with Traditional Owners investigate opportunities for culturally appropriate signage at each port, particularly at public/ community assets.	June 2024	PDA
	Recognise Aboriginal and Torres Strait Islander cultures through the development of co-branded NQBP and Aboriginal and Torres Strait Islander artwork for corporate merchandise.	June 2024	CSA



OPPORTUNITIES

NQBP is committed to removing barriers and increasing opportunities for Aboriginal and Torres Strait Islander peoples to participate in employment and business opportunities, as an important contributor to our corporate values of Excellence and Unity

NQBP value alignment: **Excellence** – We deliver the best outcomes while being committed to continuous learning and improvement.
Unity – We share a common purpose to achieve positive outcomes for our organisation and regions.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	March 2023	SMHR
	Seek to enhance opportunities for Aboriginal and Torres Strait Islander recruitment with the support of an Aboriginal and Torres Strait Islander executive recruitment consultant.	May 2023	SMHR
	Seek to provide whole of organisation career pathway exposure, including opportunities for Aboriginal and Torres Strait Islander youth work experience.	September 2023	SMHR
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy (using a third party to provide assistance if/as required).	March 2023	SMHR
	Review and update the Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	June 2023	SMHR
	Seek specialist advice regarding how NQBP positions are described and advertised to ensure that Aboriginal and Torres Strait Islander people are comfortable in applying for all roles.	March 2023	SMHR
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	March 2023	SMHR
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Oct 2023	SMHR
	Increase the percentage of Aboriginal and Torres Strait Islander peoples employed at NQBP with specific actions included in the HR strategy and reported to the CPSC quarterly.	Oct 2024	SMHR



OPPORTUNITIES

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	June 2024	CFO
	Investigate Supply Nation membership.	Dec 2023	PDA
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2023	CFO
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2024	CFO
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	June 2024	CFO
	Seek to increase the percentage of Aboriginal and Torres Strait Islander supply spend.	June 2024	CFO
Increase opportunities for Aboriginal and Torres Strait Islander students to access resources and employment.	Develop and implement a program for engagement with schools in port communities, focusing on environmental management and connection to Country.	April 2023	PDA
	Review existing partnerships with James Cook University to leverage opportunities for Aboriginal and Torres Strait Islander students.	Feb 2023, 2024	PDA
	Engage with schools in port communities to highlight opportunities for work experience and pathways to the James Cook University Scholarship.	Sept 23, Sept 24	PDA



GOVERNANCE

NQBP is committed to ensuring the successful implementation of our RAP, demonstrated through commitment of resourcing and open reporting of outcomes in accordance with our corporate values of Integrity and Excellence.

NQBP value alignment: Excellence – We deliver the best outcomes while being committed to continuous learning and improvement.

Integrity – We stand by our actions and NQBP values even when no-one is watching.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
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.	Nov 2023, 2024	PSW
	Review the Terms of Reference for the RWG.	Oct 23,	PDA
	Meet at least four times per year to drive and monitor RAP implementation.	March, May, Aug, Oct 2023, 2024	PDA
Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June 2023, 2024	PDA
	Engage our senior leaders, members of the NQBP Board and other staff in the delivery of RAP commitments.	March, May, Aug, Oct 2023, 2024	CEO
	Continue to maintain appropriate systems to track, measure and report on RAP commitments.	Nov 2024	PDA
	Maintain an internal RAP Champion from senior management.	Feb 2023	CEO
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	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 2023, 2024	PDA
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August 2023, 2024	PDA



GOVERNANCE

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2023, 2024	PDA
	Report RAP progress to all staff, senior leaders and members of the NQBP Board or the appropriate NQBP Board sub-committee quarterly.	March, June, Sept, Dec 2023, 2024	CEO
	Publicly report our RAP achievements, challenges and learnings, annually.	Aug 2023, 2024	CSA
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	CEO
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	Jan 2025	PDA
Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	August 2024	PDA

Contact details

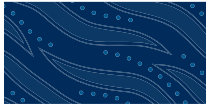
Name: Julie Keane

Position: RAP Chair

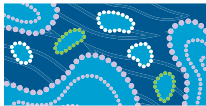
Phone: 07 3011 7900

Email: RAP@nqbp.com.au

The Meaning to Elements in Artwork



These lines & dots represent the outer section of the reef, "the open sea".



This section represents the Great Barrier Reef.



These dots represent the currents along the Queensland coast.



The blue section represents Queensland's coastline with the waves breaking on the beaches.



The 4 x large circles represent the 4 ports of North Queensland Bulk Ports - Weipa, Abbot Point, Mackay & Hay Point. The different patterns within these circles depict the many interested parties that trade from all over the world. The paths leading inland from the ports, shows NQBP connection with the mines & Communities within these regions.



The over overlapping circles in the background represent communities coming together in these regions.



The green lines & dotted patterns in the background represent country & the many different regions throughout Queensland.

