

Innovate Reconciliation Action Plan

July 2020 - June 2022

Acknowledgement of Country



North Queensland Bulk Ports Corporation acknowledges the Traditional Owners of country throughout Australia and recognise their continuing connection to land, waters and culture. We pay our respect to their Elders, past, present and emerging.

Reconciliation Action Plan Artwork

The artwork presented on the front cover is entitled 'Protecting Life through Knowledge' and was prepared for North Queensland Bulk Ports Corporation by artist and designer, Casey Coolwell, a Quandamooka woman with traditional ties to North Stradbroke Island, known as Minjerribah.

The Artwork represents the communities of North Queensland Bulk Port's (Mackay, Weipa, Abbot Point and Hay Point) and their surrounding waters.

In our Aboriginal Dreaming we believe that when we pass away we come back as an animal or plant. The Turtle in the art piece represents an Ancestoral Being protecting the surrounding waters.

The yellow 'rock' pattern represents a traditional fish trap. This is still being used today and holds valuable knowledge of how people hunted and gathered, using natural resources.

Learning how the fish trap works and maintaining it's powerful knowledge is indicated in the gathered dots outside of the fish trap.

The top right corner and fainted background pattern illustrates the scales of a fish.

The pattern on the left represents the four different communities and their connections to the land and surrounding seas.

The coloured icons signify the four different communities with the dotted lines representing communications, tracking and trading lines.

Each gathered circle throughout the pattern represents community coming together in a yarning circle.

The background 'spiral' pattern indicates the ripples f the water, as each of the four communities is located on the edge of the land and sea.

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Message from the Chairman and Chief Executive Officer



I am proud to present North Queensland Bulk Ports Corporation's (NQBP) Reconciliation Action Plan (RAP) for 2020 – 2022.

NQBP has been actively engaging and building relationships with the Traditional Owners of each of our ports over several decades.

We have commitments with our Traditional Owner representatives to responsibly manage the land and waters of each of our ports. These have been developed as formal agreements to ensure commitment and include requirements for engagement, training and representation.

This Innovate RAP is the next step in broadening our commitment to reconciliation across our port communities and we look forward to strengthening our ties and relationships with the Aboriginal and Torres Strait Islander community.

Brad Fish
Chairman

In March 2019, NQBP made a strategic commitment to develop a Reconciliation Action Plan. I am now pleased to introduce our first RAP demonstrating our commitment to reconciliation within Australia.



We have chosen to develop an Innovate RAP that builds on our existing relationships with Traditional Owners in our port communities throughout Queensland.

Development of the RAP fits within NQBP's commitment to sustainability and in developing authentic and trusting partnerships with stakeholders.

The RAP is also an extension of the established working relationships NQBP has with the Traditional Owners of the land and waters of our ports. The actions within the RAP address the need for further engagement with Aboriginal and Torres Strait Islander communities. The aim is to build genuine, two-way relationships and to identify real and sustainable opportunities that lead to positive outcomes for everyone.

Our 2020-2022 Innovate RAP will stretch us to deliver the practical actions that will drive NQBP's contribution to reconciliation both internally and in the communities in which we operate.

Nicolas Fertin
Chief Executive Officer, NQBP

Message from Reconciliation Australia



Our Vision

Vision

North Queensland Bulk Ports Corporation's (NQBP) corporate vision is:
To be global leaders in sustainable facilitation of port trade.

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.

NQBP's 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 improvement.



UNITY

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

Vision for Reconciliation

NQBP's vision for Reconciliation is to build sustainable and meaningful partnerships and relationships with Aboriginal and Torres Strait Islander peoples and to enhance reconciliation through embracing diversity, building respect and providing equitable opportunities.

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 Deputy Premier, Treasurer and Minister for Aboriginal and Torres Strait Islander Partnerships; and the Minister for Transport and Main Roads.

Additionally, NQBP is a port authority under the *Transport Infrastructure Act 1994* with responsibility for four trading ports within Queensland – Port of Hay Point, Port of Abbot Point, Port of Weipa and the Port of Mackay (Figure 1).

NQBP's ports stretch from the far north to the central coast of Queensland, with three of our four trading 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.

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 Port Communities

Our role as a port authority comes with a great responsibility to the local and wider communities of Mackay, Weipa, Bowen (Abbot Point) and Hay Point. 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.

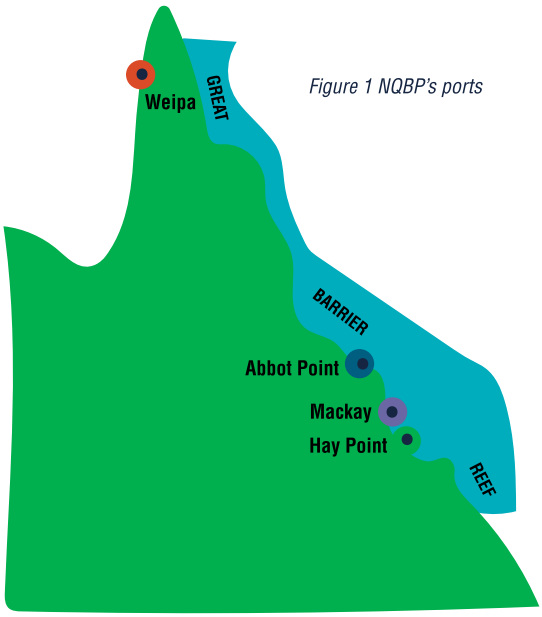


Figure 1 NQBP's ports

Port of Weipa

Weipa is a coastal town of approximately 3,900 people, making it the largest community on the Cape York Peninsula. It's situated around 200 kilometres from the tip of Cape York. The Port of Weipa is economically significant to the local township and broader region.

As the port authority for the Port of Weipa, NQBP is committed to working to achieve a sustainable future for the region's wider community and supporting a range of business enterprises.

Native Title holders and Traditional Owners of the land and sea within the Port of Weipa include the Wik-Waya, Alngith, Thanikwithi and Peppan peoples.

Port of Abbot Point

The Port of Abbot Point is located north of Bowen in Central Queensland. The Port is a strategic asset to Queensland providing a critical link for resource exports. The Port is within the Great Barrier Reef World Heritage Area and port land supports environmentally and culturally significant areas.

The Native Title holders and Traditional Owners of the area are the Juru People.

Port of Mackay

As Queensland's fourth largest multi-commodity port by throughput, Mackay is one of the major servicing centres for the Central Queensland mining and agricultural industries.

The Mackay region is the largest sugar producing area in Australia and the port hosts one of the world's largest bulk sugar terminals. The region also supports the nearby Bowen Basin and Galilee Basin coalfields, which produce most of Queensland's coal.

The Port of Mackay Native Title holders and Traditional Owners are the Yuwi People.

Port of Hay Point

As one of the largest coal export ports in the world, the Port of Hay Point is a vital part of the social and economic fabric of both Mackay and Queensland, more broadly. It is located approximately 40 kilometres south of Mackay.

Two separate coal terminals at the port, Hay Point Coal Terminal (HPCT) and Dalrymple Bay Coal Terminal (DBCT), service coal mines in Central Queensland's Bowen Basin. The mines link to the terminals via an integrated rail-port network.

The Port of Hay Point Native Title holders and Traditional Owners are the Yuwi People.

Our People

As at April 2020, NQBP employed 129 people across a multitude of disciplines including engineering, planning, sustainability, native title, environment, safety, maintenance, governance, legal, finance, community engagement, communications, trade, property, commercial services and pilotage. This total workforce includes 3.8% Aboriginal and Torres Strait Islander employees.

NQBP seeks to provide a diverse, flexible and inclusive workplace where employees are stimulated in their roles, receive high-quality professional development and have opportunities to grow in their careers.

NQBP employees operate from our two Corporate offices located in Brisbane and Mackay and regional offices at Bowen and Weipa.

Our Journey

NQBP first commenced formally engaging with Traditional Owners in 1989, with the completion of an archaeological study of the Port of Abbot Point lands. This first study set the tone for future engagement and archaeological assessments largely conducted as part of project-based development across each of our ports. NQBP has always sought to be proactive in engaging with Traditional Owners to achieve benefits for all parties. This approach forms the driver for the development of this RAP.

The following provides a summary of past activities.

Engagement and Commitments

NQBP has undertaken numerous studies with the Traditional Owners of our Ports, which has included detailed consultations and engagement regarding project development and cultural heritage matters.

NQBP seeks to go beyond the requirements of legislation to proactively engage and undertake cultural heritage studies. Existing regulatory commitments between NQBP and the Traditional Owners for the land and sea of each of our Ports include:

- Cultural Heritage Management Plan for the Port of Weipa South Channel, 2004. Agreed between NQBP and the Wik-waya People.
- Cultural Heritage Management Plan for the Port of Hay Point, 2005. Agreed between NQBP and the Traditional Owner representatives.
- Indigenous Land Use Agreement and Cultural Heritage Protocol for the Port of Abbot Point, 2012. Agreed between NQBP and the Juru People.
- Cultural Heritage Management Plan for the Port of Mackay and Port of Hay Point, 2018. Agreed between NQBP and the Yuwi People.

While NQBP has been active in developing and implementing regulatory plans and agreements, a need to engage more broadly and consistently with Traditional Owners and Aboriginal and Torres Strait Island peoples has become increasingly important. To achieve this, NQBP has committed to direct engagement with the Traditional Owners at each of our Ports. The aim of the engagement is to increase the awareness of all parties in relation to port operations, port management, environmental monitoring and having a forum by which to raise and resolve issues of interest.

Preparation of this RAP has included consultation with the Juru and Yuwi peoples. Traditional Owner representatives of the Weipa region have been advised we are preparing the RAP and we will continue to seek to directly engage with Traditional Owner representatives as we progress with implementing our RAP.

Employee Awareness Training

In 2019, NQBP committed to providing cultural capability training to all staff, recognising that our staff have a very broad range of experiences and knowledge of Aboriginal and Torres Strait Islander cultural. Similarly, our employees have varying degrees of direct engagement with Traditional Owners at each of our ports, depending upon roles and responsibilities.

NQBP recognises that each of our employees is at a differing stage of their cultural knowledge and understanding of Aboriginal and Torres Strait Islander people. To date employee training has focused upon establishing an initial level of knowledge, taking into account each individual's personal reconciliation journey. To commence this, NQBP engaged Brisbane based company BlackCard[1] to deliver the training. The BlackCard Managing Director delivered six sessions across our Mackay and Brisbane offices in 2019 and a further session in early 2020. Further training is also proposed to enhance cultural capability and knowledge for management and executives across the business and provide practical skills and tools that can be applied by all NQBP staff in their respective roles in the business.

As of June 2020, approximately 65% of staff have received a form of cultural capability training. Feedback from the training showed a 98% satisfaction rate and 98% of attendees indicating that their knowledge and skills relating to Aboriginal culture had improved.

1 BlackCard Pty Ltd is a 100% Aboriginal owned and operated business certified with Supply Nation.

Commitment to Traditional Owner Businesses

NQBP supports Aboriginal and Torres Strait Islander businesses through economic participation strategies. The most comprehensive that has been implemented to date is with Juru Enterprise Limited (JEL), based in Bowen. This company provides land management services to NQBP at the Port of Abbot Point. NQBP and JEL have worked closely over the past ten years to build a strong working relationship, business capability and sustainable performance. NQBP has provided business support, training and coaching, and JEL is considered a reliable and trusted partner for NQBP.

In 2018, NQBP committed to engage JEL Land Management Crew to conduct weed management activities at the Port of Abbot Point (Figure 2). The initial commitment of two years and support to provide training and equipment enabled JEL to employ four additional local Aboriginal and Torres Strait Islander youths. The team has performed successfully during this initial period of work and NQBP has now extended our commitment for the weed management contract to the end of 2025.



Figure 2. Land management crew member undertaking weed management.

"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 friendship." (Jessica Vakameilalo JEL).

In 2019, additional support for training of the Land Management Crew was provided to enable the completion of turtle monitoring and tagging operations. This included formal training provided to Traditional Owners by the Queensland Government to conduct monitoring during turtle nesting and hatching season (Figure 3). Active protection of nests from predators was also included in the scope of the training and these skills will provide positive cultural and ecological outcomes.

In January 2020, NQBP provided sponsorship to Wik Timber, a subsidiary of Wik Development Group (which was formed for the benefit of Wik and Wik Waya Traditional Owners of the area within and adjacent to the Port of Weipa) to assist in the development of a new out-loading facility to support the export of timber from lands adjacent to the Port of Weipa.



Figure 3. Juru land management team with a tagged flatback turtle.

Another positive business arrangement between NQBP and a Traditional Owner business is the security services provided at the Port of Abbot Point by Australian Indigenous Security Services (AISS). AISS is a locally based corporation at Bowen who employ Aboriginal and Torres Strait Islander personnel and they have been providing security services to NQBP for the past 12 years.

Recognition of Language

As part of strengthening our relationship with the Yuwi People of the Mackay and Hay Point region, in January 2020 NQBP named a new road at the Port of Mackay in Yuwi language (Figure 4). The new road, which provides direct access to the beach and sea, is known as Gudyara Road, meaning "sea" in Yuwi language.

The naming of the road recognises the special connection of the Yuwi People to the port land and sea country. It will also help to revive knowledge and understanding of the Yuwi language.

Yuwi Elder, Gary Mooney, said the name was chosen because sea country is very important to the Yuwi People.

> *"A new direct access to the beach is very important. The name Gudyara reflects this and the use of Indigenous languages is very important for the betterment of Yuwi culture", (Gary Mooney, Yuwi Elder).*

NQBP CEO, Nicolas Fertin, said the road naming acknowledges the Port of Mackay is in the Traditional land and sea country of the Yuwi People and supports the recognition and revival of the Yuwi language.



Figure 4. Yuwi Elder, Gary Mooney, and NQBP CEO, Nicolas Fertin, at Gudyara Road.

Support for Training

The JEL land management team working on NQBP land at the Port of Abbot Point is led by Jess Vakameilalo, who NQBP is supporting in her higher education pursuits. Specifically, NQBP has committed to provide financial support for Jess to undertake a Certificate IV in Conservation and Land Management through Central Queensland University that will provide her with formal qualifications and enhanced skills in this area. As a result, JEL will have increased capabilities and skills to help grow and expand their business.

Procurement

NQBP is currently working through the requirements for the application of the Queensland Indigenous Procurement Policy (QIPP) to apply across Government Owned Corporations. For the financial year 2018/19, NQBP engaged 12 Aboriginal and Torres Strait Islander vendors with a total spend close to $870,000. This represented 1.63% of Total Vendor Spend for that year.

NQBP will implement processes to better identify Aboriginal and Torres Strait Islander businesses and potential suppliers. This along with the implementation of a revised procurement strategy is intended to increase the Total Vendor Spend in the future.

Brisbane Office

As part of planning for our Brisbane office relocation in mid-2020, a commitment has been made to include Aboriginal artwork and an acknowledgement in the new office.

NQBP has engaged Chaboo, an Aboriginal owned and operated design business, to prepare office decals to be installed throughout meeting spaces in the new office (Figure 5).



Figure 5. Design for visibility strips on glazed partitions in new Brisbane Corporate office.

Chaboo has also been invited to prepare bespoke artwork which represents each of our four ports which will be displayed in our Brisbane Corporate office.

Community Sponsorship

In 2019, NQBP provided sponsorship for NAIDOC celebrations at Mackay and Bowen. This included direct funding for:

- A community day organised by the Mackay NAIDOC Committee, that included representatives of the Yuwi People.
- Support and attendance at NAIDOC events at the primary and secondary state schools at Bowen.



Figure 6. Cowboys legend Ray Thompson and Cowboys player Ben Hampton with football fans at a school visit in Sarina

NQBP has also provided local sponsorship for Aboriginal Rugby League teams in Mackay, Bowen and Cape York. These sponsorships help support the community teams with jerseys.

NQBP also has a partnership with the North Queensland Cowboys, which includes engaging with Indigenous students in NQBP's port communities.

Our RAP

NQBP has always worked with the Traditional Owners of the land and sea at each of our ports. The aim of this RAP, however, is to extend our engagement and identify real and sustainable opportunities that lead to positive outcomes for the broader Aboriginal and Torres Strait Islander community within our Port areas.

In 2019, endorsement was received from NQBP's Executive Leadership Team for the development of a RAP and the RAP Working Group was established, that included representatives across all levels of the business. Importantly, representation was also sought from our Aboriginal and Torres Strait Islander employees.

Our RAP working group is comprised as follows:

Gary Campbell – General Manager Safety, Environment and Communications, Working Group Executive Representative

Simona Trimarchi – Senior Manager Sustainability and Environment, Working Group Co-chair

Julie Keane – Principal Development Advisor, Working Group Co-chair

Tania Carvalho – Associate General Counsel

Paul Crack – Senior Manager Commercial and Trade

Petrina Hilton – Senior Manager Safety

Hossein Saadai – Engineering and Planning Manager

Kristine Hamlyn – Property Specialist

Kelvin Power – Port Service Worker

Anoop Pillai – Senior Project Engineer

We have also received guidance from our Traditional Owner representatives who have been consulted regarding the RAP actions and deliverables. These are presented in the following section, in accordance with the requirements of the Reconciliation Australia "Innovate" RAP Template.

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, 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
1. Strengthen existing and build new mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	December 2020	Working Group Co-chairs
	Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	December 2020	Working Group Co-chairs
	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.	Annually	Working Group Co-chairs
	Attend the Yuwi Aboriginal Corporation Board meeting/s, at least annually to identify opportunities for working together.	Annually	Working Group Co-chairs
	Invite and enable Aboriginal and Torres Strait Islanders representatives to participate in each Port Community Reference Groups (CRG).	April 2021	Senior Manager Communications
	Invite and enable Traditional Owners of each Port to participate in Technical Advisory and Consultative Communities (TACC).	Prior to each dredging campaign.	Senior Manager Environment and Sustainability
2. Build staff awareness through promoting and celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and materials to our staff, through the establishment of a RAP page on the Intranet and the displaying of notices and posters.	27 May- 3 June, annually	Working Group Co-chairs Senior Manager Communications
	RAP Working Group members and an ELT representative to participate in an external NRW event in Brisbane or one of our Port communities.	27 May- 3 June, annually	All Working Group
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June, annually	Working Group Co-chairs and Executive Leadership Team
	Organise at least one internal NRW event for NQBP staff in Mackay and Brisbane and register the event on the Reconciliation Australia's NRW website.	27 May- 3 June, annually	Working Group Co-chairs Senior Manager Communications
3. Promote reconciliation through our sphere of influence.	Develop a RAP communication strategy including regular posts on the Intranet, website and social media highlighting events and outcomes.	August 2020	Working Group Co-chairs Senior Manager Communications
	Communicate our commitment to reconciliation publicly through posting the NQBP RAP on our external website and providing links to information.	Within 30 days of RA approval	Working Group Co-chairs Senior Manager Communications
	Include a provision of the NQBP RAP in the employee induction packages.	Within 90 days of RA approval	Manager Human Resources
	Promote reconciliation through providing information and presenting details of RAP actions to other port organisations via Queensland Ports Association and Ports Australia Environment Planning and Sustainability working group meetings.	Quarterly meetings	Working Group Co-chairs

Relationships (cont.)

Action	Deliverable	Timeline	Responsibility
4. Promote positive race relations through anti-discrimination strategies.	Conduct a review of the NQBP People and Culture Policy and associated procedures to identify existing anti-discrimination provisions and future needs, to ensure specific provisions relating to Aboriginal and Torres Strait Island people are included in documentation.	June 2020	Manager Human Resources
	Develop, implement and communicate an anti-discrimination policy for our organisation.	June 2022	Manager Human Resources
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	June 2022	Manager Human Resources
	Educate and inform senior leaders and NQBP staff on the effects of racism through the delivery of anti-discrimination training.	Dec 2020	Manager Human Resources

Respect

NQBP is committed to engendering a greater understanding and respect of Aboriginal and Torres Strait Islander culture, traditions and histories as a key element to achieving reconciliation.

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

Action	Deliverable	Timeline	Responsibility
1. 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, then develop and implement a cultural learning strategy for all staff. A plan is be developed to capture scope, tasks, responsible personnel and timeframe for this action.	June 2021	Working Group with senior leaders
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the development and implementation of a cultural learning strategy.	June 2021	Working Group Co-chairs
	Provide ongoing learning for all new staff. Training to be supplied by an external Aboriginal and Torres Strait Islander business (100% Indigenous Owned).	Ongoing	Working Group Co-chairs
	Provide development opportunities for RAP champions, HR team and other key leadership staff to participate in higher levels of formal and structured cultural learning.	Ongoing	Working Group Co-chairs
	Encourage and support staff to further their own cultural awareness through their personal development plans.	Ongoing	Working Group Co-chairs
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	Develop and implement a cultural protocol document to increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	June 2021	Working Group Co-chairs and Senior Manager Communications
	Work with NQBP Communications and HR Teams and Traditional Owners to include port specific cultural awareness for inclusion in NQBP inductions and new staff employment packs.	June 2022	Working Group Co-chairs, Senior Manager Communications and Manager Human Resources
	Establish a working arrangement with local Traditional Owner groups to provide a Welcome to Country or other appropriate cultural protocol at significant events.	Ongoing	Working Group Co-chairs

Respect (cont.)

Action	Deliverable	Timeline	Responsibility
2. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. (cont.)	Implement Aboriginal and Torres Strait Islander protocols: • Include an Acknowledgement of Country or other appropriate protocols at the commencement of external meetings, NQBP sponsored events, NQBP major events, commissioning of significant projects etc. • Include an Acknowledgement of Country notice at each NQBP Office. • Include an Acknowledgement of Country statement in the corporate email banner.	July 2020 Septemeber 2020 August 2020	Working Group supported by Senior Manager Communications
3. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	Promote and encourage staff participation in an external NAIDOC event through development of a Communications Plan and the distribution of information.	Annually	Working Group and Senior Manager Communications
	RAP Working Group to participate in an external NAIDOC Week event.	Annually	Working Group
	Review HR policies and procedures to identify and remedy barriers to staff participating in NAIDOC Week.	July 2021	Manager Human Resources
	Provide opportunities for all Aboriginal and Torres Strait Islander staff to participate with their cultures and communities during NAIDOC Week.	Annually	All managers and staff
	Engage with Aboriginal and Torres Strait Islander representatives to provide sponsorship support for a NAIDOC week community event within our port communities	Annually	Working Group and Senior Manager Communication
4. Recognise Aboriginal and Torres Strait Islander cultures through the supporting local development programs, purchasing of artwork and naming of NQBP assets.	Purchase or commission Aboriginal and Torres Strait Islander artworks for NQBPs corporate offices: • Brisbane • Mackay Marina.	 Dec 2020 June 2021	Working Group Co-chairs
	In consultation with Traditional Owners investigate opportunities for culturally appropriate signage at each port.	To be completed by June 2022	Working Group Co-chairs and Senior Manager Communication
	Investigate making contributions to our port community's kindergartens, primary schools and high schools for Indigenous language or art projects (books, art competitions, murals, weaving, Elders sharing knowledge, children's excursions to country, etc) with linkages to Port natural environments.	Ongoing	Working Group Co-chairs and Senior Manager Communications
	Develop co-branded NQBP and Aboriginal and Torres Strait Islander people's corporate merchandise for staff, such as 'keep' coffee cups, drinking bottles, polo shirts and PPE.	June 2022	Working Group and Senior Manager Communications

Opportunities

NQBP is committed to removing barriers and increasing opportunities for Aboriginal and Torres Strait Islander people to participate in employment and business opportunities.

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
1. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	Conduct a review of the People and Culture Policy and associated procedures to understand potential barriers to recruitment and identify opportunities to enhance Aboriginal and Torres Strait Islander employment participation.	June 2022	Manager of Human Resources and Working Group
	Review HR and recruitment procedures and policies to identify barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June 2022	Manager of Human Resources and Working Group
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.	Dec 2020	Working Group
	Work with current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	June 2021	Working Group
	Seek to increase opportunities for Aboriginal and Torres Strait Islander staff employed in our workforce.	June 2022	Manager of Human Resources and Working Group
	Advertise job vacancies to more effectively reach Aboriginal and Torres Strait Islander stakeholders.	Dec 2020	Manager of Human Resources
	Review existing recruitment methods to ensure that the appropriate agencies are targeted to help find Aboriginal and Torres Strait Islander candidates, we are advertising in the right places and in the right way to help highlight the opportunity.	Ongoing	Manager of Human Resources and Working Group
	Provide opportunities for training and education programs for external individuals, for example: • Apprenticeships / internships etc (Across the business) • TAFE Certificates 1-4	Ongoing	Working Group Co-chairs
2. 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, based on the framework of the Queensland Indigenous Procurement Policy framework.	June 2021	Manager Procurement
	Seek to increase Aboriginal and Torres Strait Islander supply.	June 2022	Manager Procurement
	Support Juru Enterprise Limited to achieve Supply Nation membership, through the provision of information.	Ongoing	Working Group Co-chairs
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	Ongoing	Manager Procurement
	Review and update procurement practices to identify and remedy barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2021	Manager Procurement
	Seek to maintain commercial relationships with an Aboriginal and/or Torres Strait Islander owned businesses.	Ongoing	Working Group Co-chairs

Governance

NQBP is committed to ensuring the successful implementation of our RAP, demonstrated through commitment of resourcing and open reporting of outcomes.

NQBP value alignment: Integrity – We stand by our actions and NQBP' values even when no-one is watching.
Unity – We share a common purpose to achieve positive outcomes for our organisation and regions.

Action	Deliverable	Timeline	Responsibility
1. 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, reporting annually on the membership and meetings of the Working Group.	Ongoing	Working Group
	Review and apply Terms of Reference for the RWG.	June 2020	Working Group
	Meet at least four times per year to drive and monitor RAP implementation.	Quarterly	Working Group
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation and ensure adequate resourcing is committed to achieve committed deliverables.	Dec 2020	Working Group
	Provide ongoing guidance to engage our senior leaders and other staff in the delivery of RAP commitments.	Ongoing	Working Group
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	Dec 2020	Working Group Co-chairs
	Appoint and maintain an internal RAP Champion from senior management.	Dec 2020	Working Group Co-chairs
3. 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.	September 2020	Working Group Co-chairs
	Report RAP progress quarterly to all staff and stakeholders as part of CEO Roadshow, Community Reference Group (CRG) and Port Advisory Group (PAG) meetings	Quarterly	Working Group Co-chairs
	Publicly report our RAP achievements, challenges and learnings, annually.	Annually	Working Group input to annual report
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	Annually	Working Group Co-chairs
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	January 2022	Working Group Co-chairs

Contact Details

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