



Reconciliation Action Plan

innovate

May 2026 – May 2028

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Acknowledgment of Country

We acknowledge the Yawuru people as the Traditional Owners of the land and waters on which the Port of Broome operates. We pay our respects to Yawuru Elders past and present and acknowledge their continuing cultural, spiritual and custodial connection to Rubibi Country.



Smoking Ceremony – Dianne Appleby, Yawuru Elder



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Introduction to *Artist* and Artwork Story

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This piece is my connection to Country, to the reef, and to the memories that stay with me. I've drawn on the different reef shapes and colours that I've always been surrounded by, layering them in a way that reflects how alive and ever-changing that space is.

The circular forms represent places I return to moments of gathering, learning and being present while the flowing lines follow the movement of the tide as it moves across the reef. There's a rhythm to it, just like the ocean, always shifting but always familiar. I've woven in some of my favourite memories walking out on the reef during low tide, collecting liyi and bunyman (shell meat), and fishing for yingaliwa (Bluebone). Those times are more than just memories; they're part of who I am. They hold knowledge, connection, and a deep respect for what the reef gives us. This artwork is a reflection of those experiences of being on Country, feeling grounded, and carrying those moments with me. Colours picked are from the Yawuru Colour Palette.



Melanie Edgar

Artist

CEO Foreword

I am proud to present Kimberley Ports Authority's Reconciliation Action Plan (RAP) for 2026 to 2028. Karen Mundine, Chief Executive Officer of Reconciliation Australia, reminds us that reconciliation isn't just about acknowledgement but about action that genuinely makes a difference. This RAP marks an important milestone for our organisation and sets a clear direction for how we will strengthen reconciliation through meaningful actions in the places and communities where we operate.

KPA is based in Broome and operates across the Kimberley, including Derby, Wyndham and Yampi Sound. These are places that hold deep cultural and spiritual significance to Traditional Owners, whose connection to land and sea stretches back tens of thousands of years. As a port authority that operates across both land and sea, we recognise that reconciliation is not something separate from our core business, it is essential to how we work, how we make decisions and how we contribute to the future of the Kimberley.

This RAP has been developed specifically for our Broome based operations, recognising the cultural context of Yawuru Country and the relationships most directly connected to this location. Future RAP's will build on this foundation to reflect our presence and partnerships with Traditional Owner groups across the Kimberley.

Our vision for reconciliation is a culturally safe and inclusive organisation where acceptance, respect and equality are embedded in everything we do. For KPA, this means creating a workplace where Aboriginal and Torres Strait Islander people feel valued and supported, and where all cultures are respected and reflected in how we operate as a progressive Government Trading Enterprise.

This RAP is our first and has been shaped by the voices and contributions of the KPA team. It focuses on strengthening relationships with Aboriginal and Torres Strait Islander communities, building cultural understanding across our workforce, and creating opportunities through employment, training and procurement. It has been developed with the leadership and involvement of our RAP Working Group, which includes Aboriginal and Torres Strait Islander employees and KPA staff from all sectors of the business. Their insights have helped ensure this plan is action focused, shaped by local context and lived experience, rather than being a generic document.

Reconciliation is an ongoing journey which requires sustained effort, accountability and a willingness to listen and learn. As CEO, I am committed to leading this work, supported by the KPA Board, executive leadership team and RAP Working Group.

I invite our employees, partners and stakeholders to walk with us as we implement this plan. By doing so, we can ensure that KPA continues to grow and connect the Kimberley in a way that is respectful, responsible and beneficial for current and future generations.

Luke Westlake

Chief Executive Officer
Kimberley Ports Authority



Message from Reconciliation Australia



Reconciliation Australia commends KPA on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (**RAP**). Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

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

This Innovate RAP is both an opportunity and an invitation for KPA to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders. By investigating and understanding the integral role it plays across its sphere of influence, KPA will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. KPA is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals KPA readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations KPA on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia



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Our Vision for Reconciliation

Our vision for reconciliation is a nation where people of different nationalities, cultures and beliefs can live harmoniously with each other and feel safe to celebrate and practice their culture.

In the context of our organisation as a progressive Government Trading Entity, this can be achieved by providing a culturally safe workplace where acceptance, respect, fairness and acknowledgement are at the core of our mission to grow and connect the Kimberley.

KPA's RAP Working Group



*KPA's National Reconciliation Week BBQ
June 2026*

Our Business

KPA is the regional port authority responsible for supporting the import and export of goods and facilitating trade across the Kimberley region. KPA directly manages the Port of Broome, and is the Authority for the ports of Derby, Wyndham and Yampi Sound. KPA operates under the *Port Authorities Act 1999*, which provides for the vesting of port land and waters and sets out responsibilities including trade development, infrastructure planning and maintenance, environmental stewardship, and safe port operations.

The Port of Broome is a deep water port located at the southern end of the Dampier Peninsula. KPA's facility is a steel pile jetty that extends eastward from the peninsula into the deeper waters of Roebuck Bay. Broome Port waters are adjacent to the Yawuru Nagulagun/Roebuck Bay Marine Park, and Roebuck Bay is also listed as a Ramsar Wetland of International Importance, with its extensive intertidal flats supporting more than 300,000 migratory and resident shorebirds annually. The bay also provides habitat for dugong, dolphins, marine turtles, and a diverse range of fish, sharks and rays.

Operating since 1889, the Port of Broome services the Kimberley region and supports a wide range of activities, including the pearling industry, offshore oil and gas exploration vessels, fuel tankers, livestock carriers, export of mineral sands, cruise ships, fishing vessels, and Navy and Border Force patrol vessels.

KPA is based in Broome and as of December 2025, KPA employed 87 staff at the Port of Broome, including 13 Aboriginal and Torres Strait Islander employees. Our work involves regular engagement with a broad range of stakeholders. These include the KPA Board, our workforce, the Maritime Union of Australia, Nyama Buru Yawuru, government and regulatory agencies, customers, port operators, port users, and the wider Kimberley community.

Port of Wyndham



Port of Derby



Port of Broome





Our RAP

KPA has commenced its RAP journey to establish a clear and meaningful path toward continued reconciliation, to strengthen cultural safety and inclusivity within the workplace, to recognise the diversity of our organisation, and enhance the opportunities for both employees and the wider Kimberley community.

On advice from Nyamba Buru Yawuru, the Traditional Owners and Native Title Holders of Rubibi Country (Broome), and in recognition of KPA's level of cultural awareness, KPA has completed the Innovate RAP. To further this awareness throughout the business, KPA conducted cultural awareness training sessions in 2025 led by Yawuru Elder, Dianne Appleby for all KPA staff to attend.

This RAP was developed by the KPA Reconciliation Action Plan Working Group (RAPWG). The RAPWG is made up of staff from each sector of the business, including:

Executive RAP Champion



Luke Westlake

Chief Executive Officer



Veronica Mair

General Manager Sustainability

Lead RAP Champion



Annie Delandro

Environment and Heritage Coordinator

Stevedore RAP Champion



Robin Haji Noor

Jabirr Jabirr|Wirrkinymirre, Stevedore



Brent Small

Human Resources Manager



Mal Gower

Operations Manager



Ashley Cox

Bardi|Nyul Nyul, Stevedore



Ashley Spowart

Yawuru|Djukan|Karrajari|Jaru, Stevedore



Czack (Ses) Bero

Meriam|Erubian|Kanjun, Stevedore



Monika Schreiber

Financial Accountant



Nathan Napier

Information Systems Administrator



Emily Connell

Governance Support Manager

Relationships



Kimberley Ports Authority recognises that, as a Government Trading Enterprise with a mission to grow and connect the Kimberley, we have a unique and important role to play in developing strong and lasting relationships with the wider Kimberley community and Aboriginal and Torres Strait Islanders, to ensure that the facilitation of trade and growth across the Kimberley is done respectfully and responsibly.

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, 2026	Lead RAP Champion
	Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	June, 2026	Lead RAP Champion
	Identify and support two Broome based Indigenous community organisations or initiatives.	June, 2026	Lead RAP Champion
2. Build relationships through celebrating National Reconciliation Week (NRW).	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May, 2026	Sus. & Training Officer
	RAP Working Group members to participate in an external NRW event.	27 May- 3 June 2026 & 2027	Lead RAP Champion
	Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May- 3 June 2026 & 2027	Executive RAP Champion
	Organise at least one NRW event each year.	27 May- 3 June 2026 & 2027	Lead RAP Champion
	Register all our NRW events on Reconciliation Australia's NRW website.	June 2026 & 2027	Sus. & Training Officer

Relationships (Continued)



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. Promote reconciliation through our sphere of influence.	Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	July, 2026	GM Sustainability
	Communicate our commitment to reconciliation publicly.	June 2026 & 2027	Governance Manager
	Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.	June 2026 & 2027	Governance Manager
4. Promote positive race relations through anti-discrimination strategies.	Collaborate with RAP organisations and other WA Ports that have/ are completing a RAP to develop innovative approaches to advance reconciliation.	June 2026 & 2027	Lead RAP Champion
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	June, 2026	HR Manager
	Develop, implement, and communicate an anti-discrimination policy for our organisation.	July, 2026	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	May, 2026	HR Manager
5. Identify opportunities to incorporate local Indigenous culture into the workplace.	Educate senior leaders on the effects of racism.	September, 2026	HR Manager
	Incorporate Yawuru artwork into KPA Uniform e.g. Office shirts, Hi-Viz sleeve print, caps.	September, 2026	Sus. & Training Officer
	Incorporate Yawuru artwork into Port corporate, operations and infrastructure e.g. Port bus decals, PC Wallpapers, Style guide for email signatures – statement to include KPA reconciliation journey.	December, 2026	Executive RAP Champion
	Incorporate local dialects into the naming of KPA head office meeting rooms.	December, 2026	Lead RAP Champion
	Sign trailer including information and statements regarding NRW and NBY information.	Ongoing, 2026-2027	Operations Manager
	Install an Acknowledgement of Country Plaque at the Front Office to acknowledge Yawuru Country. Request Yawuru translation services.	June, 2026	Lead RAP Champion

Respect



Broome is a multicultural town with a rich history shaped by the influences of Malay, Chinese, Japanese, Filipino and European cultures. These diverse groups, along with others, have contributed to Broome's unique identity and heritage. Kimberley Ports Authority reflects this cultural diversity within our workforce, making respect for all cultures an essential commitment to how we operate. Central to this commitment is our respect for Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights. As the Traditional Owners of the lands and waters where we work, their deep connection to land and sea provides valuable cultural and environmental knowledge that supports responsible port operations. Respecting and learning from these cultures allows KPA to strengthen relationships and enhance cultural safety.

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.	June, 2027	HR Manager
	Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.	August, 2027	Lead RAP Champion
	Develop, implement, and communicate a cultural learning strategy document for our staff.	July, 2027	HR Manager/ Lead RAP Champion
	Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.	June, 2026	Executive RAP Champion

Respect (Continued)



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
2. 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.	June, 2026	Lead RAP Champion
	Develop, implement and communicate a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	June, 2026	Stevedores/ Lead RAP Champion
	Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	December, 2026	Lead RAP Champion
	Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	June, 2026	Lead RAP Champion
3. 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, 2026	Sustainability & Training Officer/Stevedores
	Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	June, 2026	Ops. Manager/HR Manager
	Promote and encourage participation in external NAIDOC events to all staff.	First week in July, 2026	Lead RAP Champion

Opportunities



Aboriginal and Torres Strait Islander people make up approximately 41% of the Kimberley's population. As a business that is based in the Kimberley and operates across Broome, Derby, Wyndham and Yampi Sound, we have the ability to provide opportunities for employment, procurement, training and professional development to this large demographic. This in turn presents KPA with the opportunity to source skilled labour in a region that is often difficult to attract employees to.

ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
1. 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.	June, 2027	HR Manager
	Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	June, 2027	HR Manager
	Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	August, 2027	HR Manager
	Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.	August, 2027	HR Manager
	Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	June, 2027	HR Manager
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.	September, 2027	Chief Operations Officer
	Investigate Supply Nation membership.	April, 2027	Financial Accountant
	Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	September, 2027	Chief Operations Officer
	Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	October, 2027	Chief Operations Officer
	Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	December, 2027	Chief Operations Officer/Executive RAP Champion

Governance



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.	September 2026/2027	Operations Manager/ Stevedores
	Establish and apply a Terms of Reference for the RWG.	June, 2026	Lead RAP Champion
	Meet at least four times per year to drive and monitor RAP implementation.	September 2026/2027	Sustainability & Training Officer
2. Provide appropriate support for effective implementation of RAP commitments.	Define resource needs for RAP implementation.	June, 2026	Financial Accountant
	Engage our senior leaders and other staff in the delivery of RAP commitments.	June, 2026	GM Sustainability
	Define and maintain appropriate systems to track, measure and report on RAP commitments.	June, 2026	Information Systems Administrator
	Appoint and maintain an internal RAP Champion from senior management.	June, 2026	Executive RAP Champion
	Appoint and maintain in internal Indigenous RAP Champion from the Stevedore workforce.	June, 2026	Lead RAP Champion

Governance (Continued)



ACTION	DELIVERABLE	TIMELINE	RESPONSIBILITY
3. 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, 2026/2027	Information Systems Administrator
	Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Measurement Questionnaire.	1 August annually	Information Systems Administrator
	Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	30 September, 2026/2027	Lead RAP Champion
	Report RAP progress to all staff and senior leaders quarterly.	September 2026/2027	GM Sustainability/ Lead RAP Champion
	Publicly report our RAP achievements, challenges and learnings, annually.	30 September 2026/ 2027	Governance Manager
	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	June, 2026	Information Systems Administrator
	Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	June, 2028	Financial Accountant/ Lead RAP Champion
4. Continue our reconciliation journey by developing our next RAP.	Register via Reconciliation Australia's website to begin developing our next RAP.	December, 2026	Lead RAP Champion



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