



# ASHBURTON ABORIGINAL CORPORATION



**Annual Report**  
**2010—2011**



# AAC Annual General Meeting Agenda

**Date:** 7 November 2011

**Venue:** Peedamulla Station

**Time:** 9 am

## Attending:

Doreen James	Chairperson
Margaret Parker	Vice Chairperson
Juanita Lyndon	Secretary
Ingrid Carey	Treasurer
Nathan Black	Director
Phillip Carey	Director
Debbie Cox	Director
Charlie Hyland	Director
Trevor Parker	Director
Charles Tucker	Director
Doris Parker	Director
Rocky Wedge	Director
Jeffery Breen	Independent Adviser
Steven Sonneman-Smith	Independent Adviser
Janet Brown	Chief Executive Officer

## Agenda:

1. Welcome and apologies
2. Confirmation of the Minutes of the Annual General Meeting of 1 November 2010
3. Presentation and adoption of the 2010 - 2011 Annual Report
4. Presentation and adoption of the Audit
5. Financial Report
6. Appointment and remuneration of the Auditor
7. Nominations of: Chairperson, Vice chairperson, Secretary and Treasurer
8. Nominations of: Eight Directors and two non-voting Advisors
9. General Business



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## Aim of this report

This Report has been prepared for the Ashburton Aboriginal Corporation Board of Directors and will be tabled at the 2011 Annual General Meeting.

The Report has been consulted with management and covers the period 30 June 2010 to 1 July 2011. Significant developments between the close of the financial year and the Annual General Meeting will be mentioned briefly here and will be included in more detail in next year's Report.

The aims of the Report are to:

- Update on progress towards meeting AAC's overall purpose
- Highlight milestones and achievements and record goals for the coming year
- Provide a preview of newly funded initiatives and proposed systems

*Thanks to all staff members who supplied stories, information, photographs and statistics.*

Special thanks to Janet Brown, Liz Burton, Pennie Coventry, David Haggith, Sherylann Horobin, Doreen James, Nathalie Jays, James Keay, Kim Mackay, Darryl Milburn, Chona Pawloff, Sharmaine Proude, Paula Roe, Garry Smith and George Woolston.

*Report research, writing, graphics and layout: Allison Stewart (September 2011).*

## Ashburton Aboriginal Corporation overview

AAC is an Aboriginal Corporation whose headquarters are in Tom Price, Western Australia. Administrative capacity is increased through operation of an administrative office in Perth. The organisation's footprint extends throughout the vast Pilbara Region of Western Australia. AAC provides a range of direct services including:

- Education and training for work readiness and mainstream employment
- Assistance for job-seekers, and employers
- Growth of economic projects and enterprises
- Community development projects
- Waste management and biodiesel production
- Agriculture and horticulture program implementation and training

In order to diversify funding sources, and to provide sites for training and work experience, AAC has established two commercial enterprises to date:

- ASHOIL Pty Ltd, for waste oil management and biodiesel production
- ASHBAC Pty Ltd, operating as Onslow Tyre Service

AAC implements the Community Development Employment Program (CDEP) contract for the Pilbara and Western Desert and operates six Job Services Australia (JSA) Offices. A Registered Training Organisation, Pilbara Training Services (PTS), was established by AAC in 2010. PTS facilitates learning outcomes for Aboriginal people who are in need of specialized assistance on the pathway to employment, helps students to gain tools for job readiness, and is authorized to deliver a range of accredited training modules.



## AAC Governance

AAC Board of AAC is made up of twelve Aboriginal Directors from within the Shire of Ashburton. The Corporation also appoints two independent non-voting advisers.

### Board members

Doreen James	Chairperson	Charlie Hyland	Director
Margaret Parker	Vice Chairperson	Doris Parker	Director
Juanita Lyndon	Secretary	Trevor Parker	Director
Ingrid Carey	Treasurer	Charles Tucker	Director
Debbie Cox	Director	Rocky Wedge	Director
Nathan Black	Director	Jeffery Breen	Independent Adviser
Phillip Carey	Director	Steven Sonneman-Smith	Independent Adviser



### Message from the Chairperson

This time last year when we put together the Annual Report I said “Our organisation has been growing fast, we need to slow down a bit – take a breather – but still work hard.” Well, we didn’t take a breather - we just kept on going. We started thinking about taking on the sub-lease for Peedamulla as a working station. The station is about 57 kms from Onslow and about 1 million hectares, so it’s not small. We can get the station stocked up and running at a profit.

The Board has been talking about doing something for Aboriginal Youth for two years. Operating the sub-lease means that we can get kids from all around the country to come and learn about station work - riding and mustering, construction, learning to maintain bores, mend fences. Doing work on the station will help to build resilience, give young ones more purpose and a new set of skills. The sub-lease is with the lawyers now and it’s looking good, and we’re working on funding to support development of the youth facility.

This year we also got a big grant for a horticulture program in seven communities - it’s called “Garden in a Box”. One of the things it will do is extend our Moringa crop trialing. Communities have expressed a lot of interest and it’s all happening.

So, AAC’s been getting bigger and our Boards grown too. We were happy when two new members from the Onslow area were elected at our last AGM. It’s important to have representation from reef to range, right across our footprint. The older Directors have put a lot of time into mentoring the newer Directors in financial management and the ways of the organisation. Good corporate governance is really important to us.

We’ve kept on achieving all our goals this year and I’m really proud because we’ve done everything that what we set out to do. Our Supply Agreement with Rio Tinto is going well. Every week ASHOIL is producing 10,000 litres of biodiesel for Rio Tinto’s drill and blast operations at Tom Price and we’re aiming to double this. All our businesses are running at a profit and we’ve been thinking about a number of new enterprises. There’s a lot on the table.

Thanks to Janet, our CEO, and to all of our staff for their hard work. The AAC Board have just said that they want to meet more often this year. My thanks go to them as well. The Board is the heart of AAC, and what this organisation exists for is making the lives of people better – so let’s all keep focused on that. **Doreen James**

## Our Mission

Our Mission is to establish and maintain an environment that benefits Aboriginal people through the creation of culturally appropriate employment and enterprise opportunities and provision of education and training services throughout the Pilbara.

## Our Purpose

We provide direct services to enable Aboriginal people to participate in employment and economic opportunity. In order to do this we:

- Build trust based on mutual respect.
- Work together to increase the self-sufficiency of Aboriginal people.
- Cultivate relationships and formal partnerships with other organisations and agencies.
- Access resources from State and Federal Governments.
- Implement economic projects and investments to reduce reliance on Government funding.
- Have built a reputation for quality work practices with emphasis on continuity and sustainability.

## Our Guiding Principles

**The AAC Board, management and staff follow a set of agreed Principles:**

**Accountability:** We maintain high levels of accountability and compliance in relation to funding and program outcomes.

**Capacity Building:** We acknowledge the capacity, resilience, and self-reliance of Aboriginal People and their right to constructively participate in social and economic opportunity.

**Caring for country:** We implement culturally sensitive projects and ensure that our activities have no adverse environmental impacts.

**Collaboration:** We are committed to Aboriginal and non-Aboriginal people working cooperatively, and to working together with other Aboriginal Organisations for mutual benefit.

**Innovation:** We support and foster leading edge approaches for the benefit of Aboriginal people.

**Partnerships:** We develop partnership arrangements with other organisations to create income generating capacity for the Corporation, and employment opportunities for Aboriginal people.

**Respect:** We value local Aboriginal history, the unique contribution of individuals, and the role and knowledge of our Elders.

**Sustainability:** We acknowledge that positive and progressive social and economic change will require on-going, consistent and strategic action by all stakeholders.





## CEO's Report

In 2000 a group of Aboriginal leaders from the Pilbara decided to combine their strengths to create Ashburton Aboriginal Corporation. Their vision was to carve out a place for AAC in the employment services sector and to create enterprise, training, and work opportunities. Their goal was, and still is, to improve the lives of Aboriginal people in the Pilbara in any way possible – with a focus on drawing out strengths, working together, building pride and resilience and making changes that last.

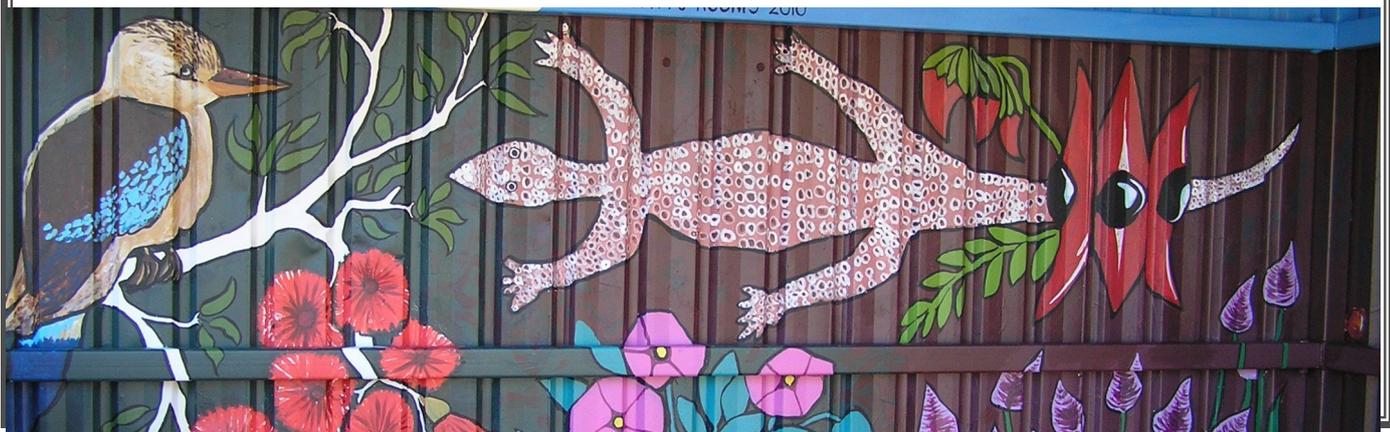
AAC has been blossoming, and in the case of our enterprises, bearing fruit. These tangible outcomes are largely due to the on-going dedication of our Board of Directors – a board that is fully engaged. They recently made a decision to meet 6-8 times each year instead of the previous 4. As CEO I would like to take this opportunity to thank the Board for their on-going support, their wise counsel, and their on-going commitment.

The progress that we have been experiencing is also due to the calibre and dedication of our staff, past and present. Right across the organisation our staff work really hard to further AAC's vision in often remote, and sometimes challenging circumstances. A number of staff left us during the year, and we were sad to see them go, but we have been blessed to be able to bring in highly experienced and qualified staff to replace them.

Structurally we have not shifted this year, but I predict that changes will come next year after the Board reviews the current structure in September 2011. There has been much activity in the area of consolidation. For example: the review and writing of new policies and procedures; setting up a computer information system for increased communication, organisation, and accountability (STEMS); and, the application of a new staff induction package. Now everyone knows the lay of the land in relation to policy and procedures right from the start of employment. Staff numbers are still on the increase due to the implementation of new initiatives such as the "Garden in a Box" project in seven communities, and the "extended CDEP Program" in the Western Desert region.

Laying strategic foundations for changes that we know are coming in the employment sector has been a significant initiative this year. The transition from CDEP to Centrelink starts in September 2011, and will be completed by April 2012. Several of our staff have put hours of effort into ensuring that almost all (97%) of CDEP participants now have 100 points for Proof of Identity. This and the reviewing of all CDEP Community Action Plans with community leaders has been no small feat.

This year, the Board and management have been exploring potentials arising from our co-management of CDEP, JSA and IEP programs. Considerable effort has been put into coordinated activity and resource and information sharing, in order to provide more streamlined service delivery for every person on our books. These changes started taking place last year, but have been implemented with increasing effectiveness over the past six months. Our office staff and our field staff are now being trained to work in both CDEP and JSA functions. They communicate more systematically via regular telephone linkup and face-to-face training opportunities. The JSA office performance markers are way up – our stars are "on the rise". This is something really to be proud of as our JSA office teams are really pulling their weight. (continued)



## CEO's Report *continued*

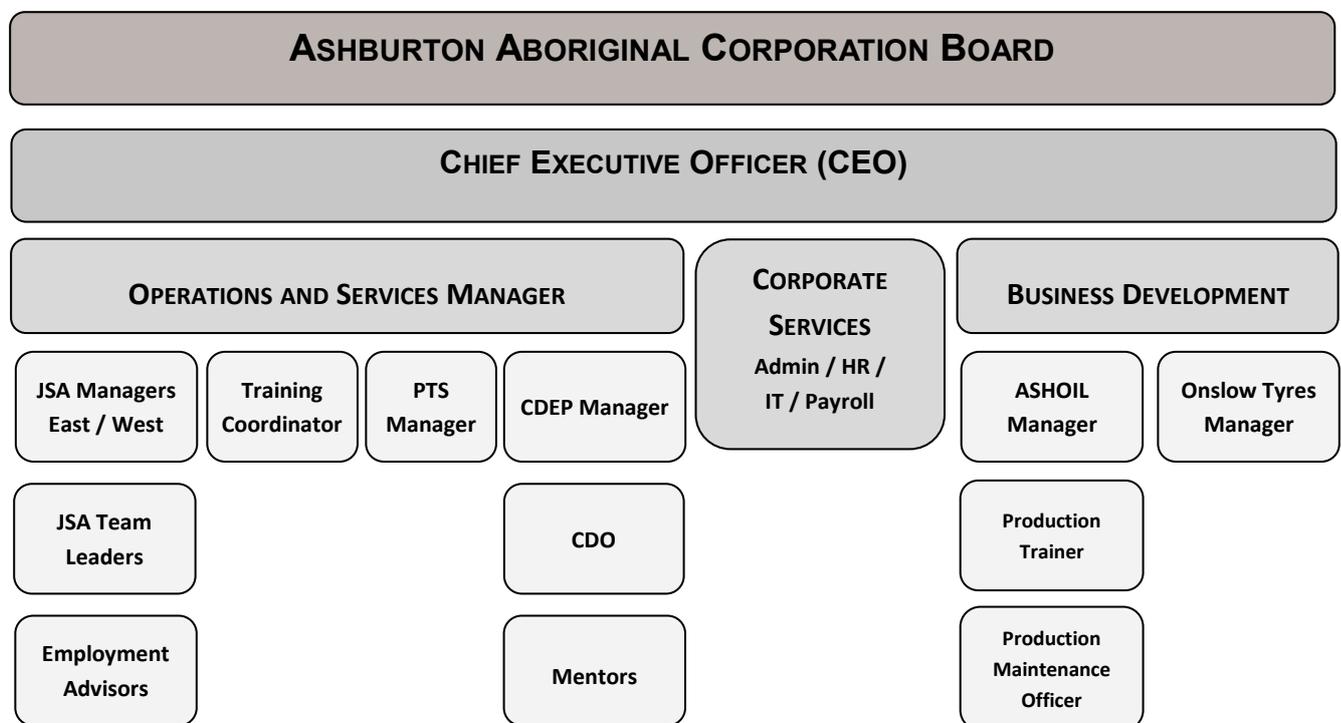
We have continued to deepen our relationships with the organisations with whom we have both formal and informal arrangements. We are increasingly involved in joint planning and implementation arrangements through sharing of human resources, plant and equipment, and expertise for improved outcomes and increased efficiency. For example the research expedition to the NT in May/June this year with Peedamulla TAFE to study indigenous horticulture enterprises.

Finally, I would like to thank AAC staff and managers for all of your fine work. I see you putting in hours beyond what is required, and I think that all of your efforts are starting to really pay off. I also wish you well during the coming year and encourage you to keep supporting each other and taking care of yourselves. Working with this organisation is an opportunity, a blessing and a challenge.

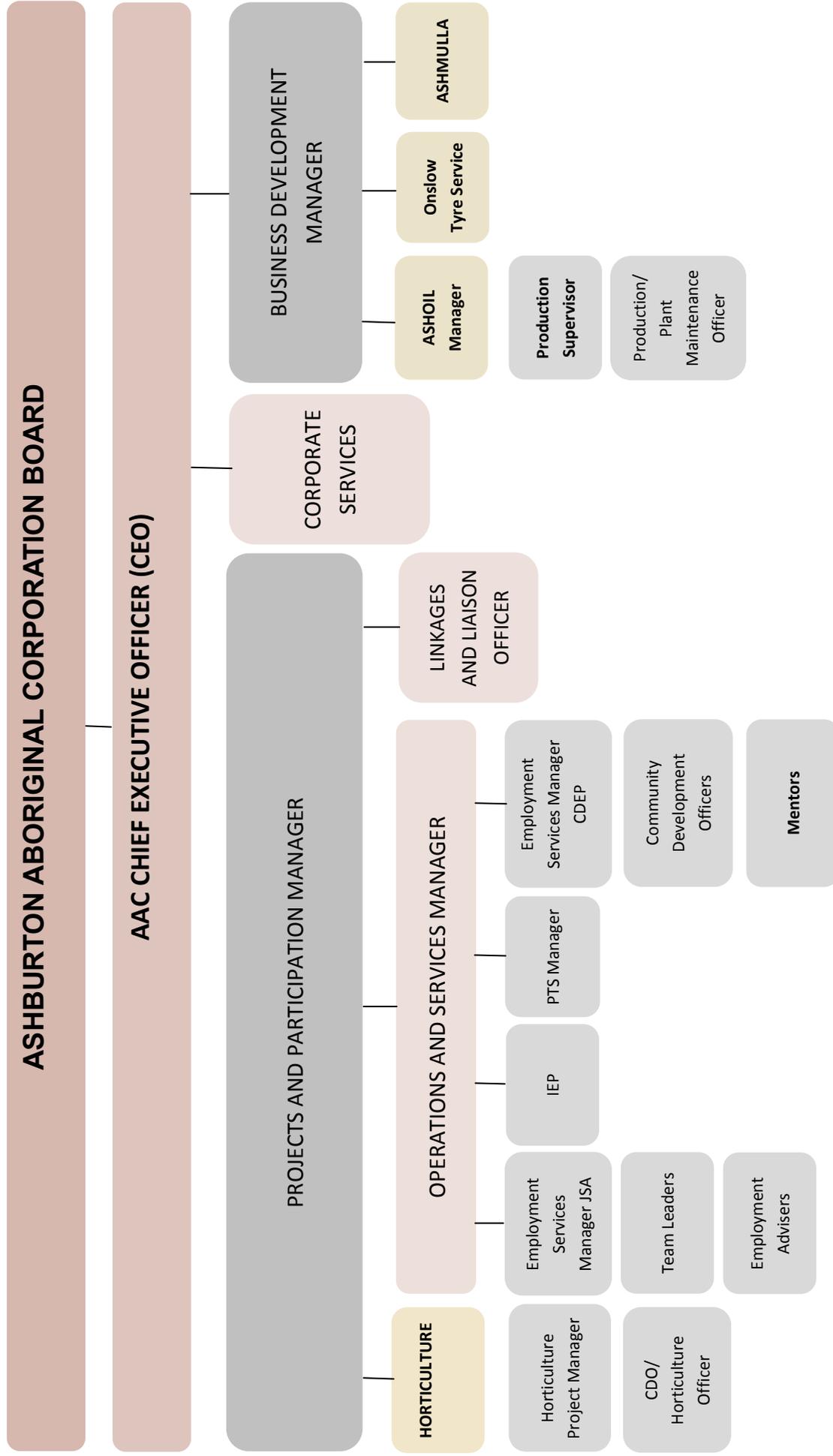
*“Having said all of this, keeping the organisation humble and accountable is really important. We're hard working, and we keep our eye on the ball. Our primary care is for our clients. All of our actions are shaped around that consideration. We want to deliver services in the best way we can. We see people as individuals with a future, with children and grandchildren who look at them to show the way. That's why we support people to achieve their aspirations. We're developing good corporate structures, an organisation that can stand on its own two feet, and solid ways of operating. But this is not an aim in itself, we're doing all of this so that we can help people to re-build their lives, walk side by side, build up resilience, and put our minds together to find solutions which are workable for now and into the future.”*

**Janet Brown, CEO**

## AAC Corporate Structure 2010-2011



# AAC Corporate Structure - August 2011 onwards



Note: A restructure was approved by the AAC Board in August 2011. The restructure will facilitate consolidation of the JSA and CDEP programs and increase opportunities for knowledge sharing and collaboration.

## AAC's footprint

The headquarters for the organisation is in Tom Price, WA. An office has also been established in Perth to provide additional program management and administrative reporting capability and closer proximity to Government. Pilbara Training Services Pty Ltd, and ASHOIL Pty Ltd are both based in Tom Price. ASHBAC Trading operates as Onslow Tyres, in Onslow.

AAC delivers employment and training services throughout the Pilbara region via the operation of six JSA Employment offices which in turn provide outreach to 23 Aboriginal communities (as seen in the Diagram below).

### JSA Offices: and outreach communities

Tom Price Office	Hedland Office	Roeboume Office	Newman Office	Onslow Office	Karratha Office
<ul style="list-style-type: none"> <li>• Wakuthuni</li> <li>• Bellary</li> <li>• Paraburdoo</li> <li>• Youngaleena</li> <li>• Wittenoom</li> </ul>	<ul style="list-style-type: none"> <li>• Warralong</li> <li>• Marble Bar</li> <li>• Yandeyarra</li> <li>• Strelley</li> </ul>	<ul style="list-style-type: none"> <li>• Wickham</li> <li>• Point Sampson</li> <li>• Mingulathardo</li> <li>• Cheeditha</li> <li>• Ngurrawaana</li> </ul>	<ul style="list-style-type: none"> <li>• Parngurr</li> <li>• Parnpajina</li> <li>• Jigalong</li> <li>• Punmu</li> <li>• Kunawarritji</li> <li>• Nullagine</li> </ul>	<ul style="list-style-type: none"> <li>• Bindi Bindi</li> <li>• Peedamulla</li> <li>• Pannawonica</li> </ul>	<p>No current outreach communities</p> <p>No outreach service</p>

### CDEP services

**AAC's CDEP program** has staff based in communities in the Western Desert, Coastal and Central Regions of the Ashburton Shire (as per the diagram below). CDEP services and projects are delivered by staff who are either living in communities or within easy travelling distance. Full-time and part-time CDEP field staff are based in Marble Bar, Parnngurr, Jigalong, Onslow, Yandeyarra, Tom Price and Punmu. Warralong has a local Supervisor, and also gets visited regularly by a Community Development Officer (CDO). Other communities such as Ngurrawaana, Nullagine, Youngaleena and Kunnawarritji are also regularly visited by CDOs.



## Part One: 1. Organisational achievements and goals for 2011-2012

		Notes
<b>2010</b>		
June	AAC passed FaHCSIA continuous improvement audit	<ul style="list-style-type: none"> <li>FaHCSIA checked on continuous improvement needs and made recommendations for Director training etc.</li> </ul>
July	ASHOIL Pty Ltd established	<ul style="list-style-type: none"> <li>AAC subsidiary ASHOIL Pty Ltd formed to focus on biodiesel production and expand AAC's commercial enterprise arm</li> </ul>
July	CDEP/CAP funding agreement approved	<ul style="list-style-type: none"> <li>CDEP utilisation rate of 61% (at 30 June 2010) increased to an average of 71% by 30 June 2011 and continues to increase (see CDEP section)</li> <li>Funding obtained for 5 Community Development Officers (CDO), 3 community mentors, vehicles</li> </ul>
September	First delivery of biodiesel to Rio Tinto	<ul style="list-style-type: none"> <li>Deliveries increased from 5,000 ltrs. initially to an average of 7,000 ltrs. per week</li> </ul>
November	Corporate Culture Mentor training	<ul style="list-style-type: none"> <li>Was funded through FaHCSIA Corporate Culture Program (accredited).</li> </ul>
	Sign off on IEP Western Desert Demonstration Project Agreement	<p>The project supports Work Readiness, literacy and numeracy training</p> <ul style="list-style-type: none"> <li>Includes funding for Mentors to support JSA activity</li> <li>End date of contract is 30 June 2012</li> </ul>
<b>2011</b>		
March	STEMS system Launch	<ul style="list-style-type: none"> <li>Online information system was introduced across the organisation</li> </ul>
March	Launch of Employee Induction Package	<ul style="list-style-type: none"> <li>Consists of Manuals for managers and staff and an Induction Declaration Form</li> </ul>
March	Rio Tinto OH&S and EH&E audit passed	<ul style="list-style-type: none"> <li>Risk concerns of the preliminary audit have now been addressed</li> </ul>
April	Opening of new JSA office in Port Hedland	<ul style="list-style-type: none"> <li>For improved service to our job-seekers and employers in the Hedland area</li> </ul>
May	Revised AAC Policy Manual approved by the Board	<ul style="list-style-type: none"> <li>All policies are now more 'user-friendly' and have been re-organised</li> </ul>
May	Alice Springs trip—horticulture	<ul style="list-style-type: none"> <li>Six AAC staff, 11 CDEP participants, a Pundulmurra TAFE Horticulture Lecturer, and AAC's Agricultural Consultant took a 6,000 km study trip to visit and learn from Aboriginal horticulture enterprises in Central Australia and the Barclay region</li> </ul>
May	JSA Team Leader training in Tom Price (First aid)	<ul style="list-style-type: none"> <li>The OH&amp;S requirements for each office are now fulfilled</li> </ul>
June	Summit 300 Award for South Hedland Office	<ul style="list-style-type: none"> <li>The Award recognises the contribution made by this office to meeting FMG targets</li> </ul>

## 2. Achievements and goals for organisational development

### 2.1 The AAC Board

#### Achievements

- Two new Directors from Onslow were elected onto the Board. They have been mentored on good governance and finances by the more experienced Directors during the year.

#### Goals for 2011-12

- To increase the number annual Board meetings from 4 to 6-8 times per year.
- To develop a Training and Development Plan for the Board in line with needs and aspirations.

### 2.2 Organisational structure

#### Achievements

- In September 2010, AAC undertook an internal review and a restructure took place as a result.
- In August 2011 the Board re-considered organisational needs a revised structure was approved as a result.

#### Goals for 2011-12

- To implement revised corporate structure (pg 9)

### 2.3 Systems and administration

#### Milestones

- The new *STEMS* online information system was launched in March.



#### Stems provides:

1. Easy access to all AAC policies, procedures and forms
2. An action register which increases collaboration and communication between AAC programs; enables tracking and logging of tasks; delegates deadlines (and sends reminder messages when the deadlines are reached); and records staff training for professional development.

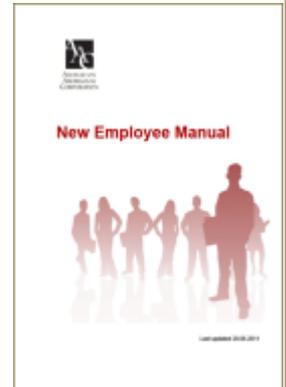
#### Goals for 2011-12

- To increase STems use so that it is consistently used by 100% of staff across the organisation.

### 2.4 Human Resources

#### Achievements

- Launched and supported the roll-out of our Stems platform.
- Reviewed and launched a new Policy & Procedures Manual.
- Developed and rolled-out a Staff Induction Process.
- Developed and implemented new appraisal and exit interview processes.
- Supported AAC's new structure with the development of new role descriptions.
- Reviewed AAC's recruitment practices & procedure and recruited a number of positions.
- Created AAC's newsletter.
- Ensured AAC's activities were kept in the written media (with a number of press articles written)
- Provided on-going training and support to Managers and staff in performance management.
- Review and enhance OH&S items.



#### Goals for 2011-12

- To consolidate the staff induction process
- Support 'Jobs with AAC' on the AAC website
- To decrease levels of staff turnover
- Develop a contractors' package (induction/ forms)
- Develop and implement staff & OH&S policies & procedures for Peedamulla Station.
- Implement teamwork development training to support cohesive work between AAC's



## **2.5 Infrastructure, plant , equipment**

### *Milestones*

- Two new houses were purchased for staff accommodation at Onslow and at Port Hedland.

### *Goals for 2011-12*

- To secure the land adjacent to the AAC Tom Price complex in order to establish a commercial laundry, and re-site current offices as required.
- To increase adherence to OH&S policy and procedures in relation to plant and equipment maintenance and use.

## **2.6 Communication Strategy**

### *Milestones*

- Fortnightly phone linkup meetings for Managers (and staff as necessary) are now taking place to build team cohesion, decrease risk of silo approach, increase communication and improve outcomes for clients.
- Created AAC's monthly Newsletter (August 2011)

### *Goals for 2011-12*

- To equip eight AAC offices with video conferencing equipment (including the Perth office) in order to increase communication between staff, as well as between staff and clients.
- To conduct an AAC conference for all staff in November 2010 (and establish this as an annual practice)

## **2.7 Strategic relationships**

### *Achievements*

- Strengthening of relationships, and joint project implementation with Martu Trust and KJ.
- AAC CEO serving on Job Futures Board and National CDEP Consultation Group (CCG) of the Australian Government.

### *Goals for 2011-12*

- To continue strengthening our relationship with WDLAC (Western Desert Lands Aboriginal Corporation).
- To continue inputting into national employment policy via membership of national bodies.

## **2.8 Policy and procedures**

### *Achievements*

- All policies were reviewed to increase clarity of expression, purpose and outcomes; language was simplified and ambiguities were removed. Policies were then re-organised to ensure that the Manual is 'user-friendly' and accessible.
- The new AAC Policy Manual was signed off by the Board in May 2011.
- New operational procedures for travel, incident reporting, training, coordination of training were developed.
- New appraisal and exit interview processes were implemented during June-July.

### *Goals for 2011-12*

- To increase levels of staff awareness of, and adherence to all organisational policies.
- To conduct a review of AAC procedures to ensure that they are aligned with new initiatives and system needs.
- To facilitate the development of ways of working which are flexible and responsive to changing environmental and organisational needs.
- To increase implementation of OH&S policy and procedures across the organisation.

## **2.9 Consolidation and sustainability**

### *Achievements*

- Corporate Culture Mentor training took place in November 2010

### *Goals for 2011-12*

- To continue to strengthen work in the so called "wrap around" service provider model where JSA ,CDEP, IEP and PTS provide integrated service delivery for clients.
- To continue to consolidate and expand AAC enterprises to lessen reliance on government funding.
- To continue to ensure (and secure) adequate office space and housing for all staff.
- To increase environmental awareness and improve associated practices across AAC . For example: AAC paper re-cycling; use of re cycled paper; reduction of heating and electricity use.

## Part Two: 1. CDEP milestones, achievements and goals

<b>Milestones reached</b>	<b>Notes</b>
1. AAC's CDEP contract was extended.	The contract is until 30 June 2013.
2. Due to its achievements AAC received additional funding for CDEP activities.	This funding included money for flood mitigation activities in the Western Desert region (Punmu and Parnngurr), 'Garden in a Box', Parnngurr Pilot Project, Youth research etc.
3. Proof of identity has been gained for 97% of all CDEP participants well before the April closing date.	CDEP wages will be phased out by 1 April 2012 on a community by community basis and CDEP participants will transition to Centrelink income support payments. AAC staff have worked hard preparing for the change. Nearly all (97%) of CDEP participants now have 100 points of identification to use as proof of identity so that they can transition to Centrelink payments.
<b>Overall achievements</b>	<b>Notes</b>
1. CDEP participant rates have remained high this year.	(See the table and chart on page 18).
2. FaHCSIA has been very pleased with AAC's planned (pro-active) approach and achievements.	AAC is setting an example of how an organisation can: <ul style="list-style-type: none"> <li>• Provide multiple services (Training, CDEP, JSA, IEP)</li> <li>• Break down potential silos between services</li> <li>• Maximise use of funding opportunities for clients and the organisation through use of the IEP</li> </ul>
3. AAC's JSA and CDEP staff have been working, training and meeting together to maximise benefits to people and to AAC.	Work together with other organisations (e.g. Tom Price TAFE, KJ, Peedamulla TAFE) in order to maximise opportunities for CDEP participants.
4. Budda Jitja (Brothers and sisters), is an animated interactive learning program in language.	Budda Jitja assists people to get job ready by building their skills in a wide range of areas (see the AAC August Newsletter). Since the launch at Marble Bar in June 2011 850 Job seekers have completed one or more modules and 130 people have graduated from the program between June and August 2011.

### **CDEP Achievements— Special mentions**

- All CDEP participants at Youngaleena have now moved into employment. For example, at the local school and the roadhouse.
- A group of participants at Jigalong are establishing a industrial sewing business with assistance and training.



## CDEP Achievements - Special mentions (continued)

### ***The KJ Ranger Program***

KJ has two teams of Rangers who conduct land management activities. For example, surveys of threatened species and preservation of waterholes. CDEP participants from Parrngurr and Jigalong work and train with these teams, supported by AAC Community Development Officers.



### ***Punmu flood mitigation activities***

The CDEP team of Punmu worked really hard during and after the floods at the beginning of 2011. The teams' efforts were noted by the WA Fire and Emergency Services Agency in their 'Critical Incident Review'. Activities included: communicating with community; clearing off roads; spraying for mosquitoes; moving stock for the store and road repairs.



### ***Yandeyarra community projects***

The closest food store is 150kms away so the community has been working enthusiastically on a number of projects including their community garden and horticulture training. They have constructed an 8 X 3m shade structure for growing seedlings, fenced the garden and set up above ground sprinklers and soaker hoses. Now beans, peas, corn, lettuce, cucumbers, carrots, tomatoes, watermelon, potato, and pumpkins are being harvested and home gardens have been set up as well.



### ***Marble Bar/Goodabinya Playground and BBQ area***

There was no playground or picnic area in Goodabinya. With the assistance of Pilbara TAFE participants have constructed and installed a playground as part of Cert. 1 in Construction. A BBQ area with tables and metal benches and a shade structure is being put to good use by the community. Participants earned extra money for the project by mowing lawns and from crushing cars.



### ***Horticulture research trip to the NT***

On the 23<sup>rd</sup> May 2011 a group of twenty (including six AAC staff, 11 CDEP participants, a Pundulmurra TAFE Horticulture Lecturer, and AAC's Agricultural Consultant) set out on a journey that took them on a 6,000km road trip to the Northern Territory and back. The aim was to experience first hand successful large and small-scale horticulture enterprises that have significant Aboriginal ownership or participation.

A 'travelling school-room' was set up on the trip and 3 units from the Certificate II in Horticulture were delivered by the TAFE lecturer.

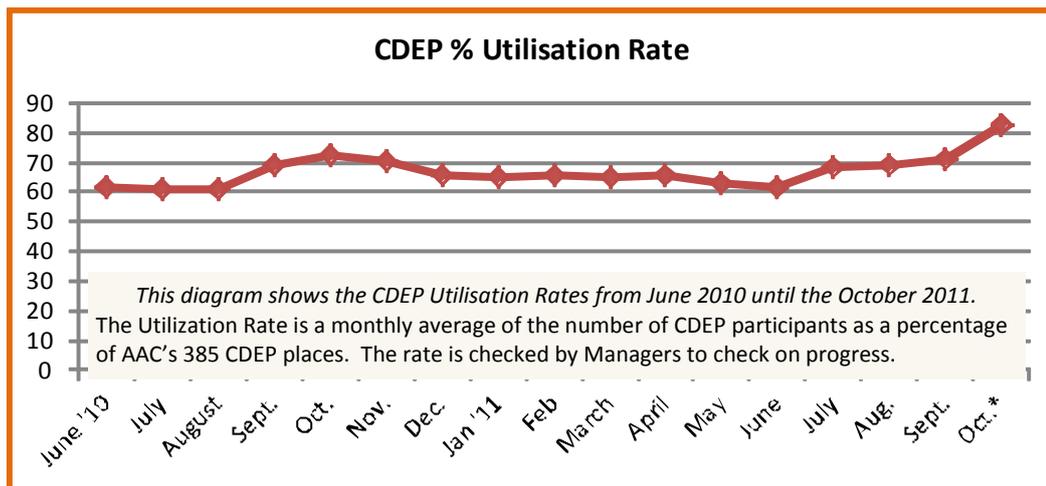
The group visited Centrefarm Aboriginal Horticulture Ltd. in Alice Springs and Ali Curung (training facility, plus melons and pomegranates). They also visited Ti Tree Farms (table grapes). Students and staff were exposed to a large scale, Aboriginal owned horticultural enterprise, similar in climate and remoteness, that employs and trains significant numbers of Aboriginal people (many of whom are former CDEP participants). The response was very positive.



The route taken on the trip



Camping all along the route



Month	# People	% Utilisation rates	Month	# People	% Utilisation rates	Month	# People	% Utilisation rates
June '10	140	61.28	Dec. '11	191	65.47	June '11	211	61.28
July	171	60.99	January	194	64.94	July	203	68.17
August	161	61.05	Feb.	202	65.47	August	205	68.76
Sept.	182	68.68	March	198	65.11	Sept.	211	70.92
October	207	72.68	April	196	65.45	13 Oct. *	316	82.00
Nov.	202	70.41	May	195	62.76	*The Utilisation rate has been consistently high during October '11.		

#### Notes on the graph and table above:

The Australian Government CDEP policy changed last year. AAC staff have put a lot of time and energy into consulting with communities about CDEP, JSA and Centrelink policy shifts. Staff talked to people about how the different programs work together, the new requirements, what people needed to do and what could be gained. Because of the changes in government policy the *participation rate* dropped at the beginning of the year but because staff have worked hard, and talked with people, the Utilisation Rates have steadily been improving. The rates for October so far look very promising.

#### CDEP goals for 2011-2012

1. To meet the goals of local Community Action Plans.
2. To maintain high levels of well qualified field staff who are well supported by AAC management and systems.
3. To increase communication and training opportunities for CDEP staff.
4. To increase CDEP staff use of the STEMS system.
5. To Implement the Enhanced CDEP program within budget and timeframe thereby establishing: 'Garden in a Box'; identified Social Research projects; Money Management and 'Classroom in Box' programs in line with contractual requirements.



**Challenges:** Loss of continuity due to staff turnover in remote areas is always a challenge. In order to lessen the impact we have improved handover practices, worked intensively on CAP plans with local people, and employed highly qualified, mature staff who get on well with Aboriginal people.

## 2. JSA milestones, achievements and goals

### Milestones

1. Open day at Hedland office, May 2011

### Notes

Major stakeholders, including representatives from Mining Companies, local business and NGO's invited to the office to network regarding employment and training opportunities for our jobseekers. The Mayor of Hedland attended the Hedland Open Day.

2. South Hedland JSA Office (and other providers) receive a Summit 300 award from Fortescue Metals Group Ltd (FMG) (28 June 2011)

The ceremony was organized to celebrate FMG's attainment of its' Summit 300 target - to train and employ 300 Aboriginal people in the coastal Pilbara region by 30 June 2011.

### Achievements

1. Overall 3 stars achieved for the Pilbara across the footprint for the August star ratings. The three star rating is the highest rating Job Futures has achieved so far in the Pilbara Employment Service Area.

### Notes

Star ratings are calculated by DWEER, our funding body, to assess every site and contract in the JSA arena. Star ratings are rated 1 to 5, with 1 star being the lowest performing 10% and 5 stars being the highest performing 10% of all contracts (across Australia). The star ratings are averaged out over the life of the contract.



Kelly Howlett and Chona Pawloff from the Hedland JSA office

The achievement of the three star overall result, enables rollover of the contract without the need to tender, providing we maintain or increase our star rating.

The star rating result reflects our strong performance in assisting and supporting many highly disadvantaged jobseekers into training and employment.

Our achievements in gaining a three star rating is testimony to the hard work put in by all AAC staff, because without the support from all areas this result would not have been achievable.

2. Sharmaine Proude completed Certificate IV in Employment Services – a nationally accredited qualification.

We are proud to announce that Employment Services Manager, JSA East, Sharmaine Proude has successfully completed her Certificate IV in Employment Services, an achievement that will stand her in good stead to continue to grow in her career.

3. Staff member Kristy McIntosh from Hedland office was invited to participate in the National Indigenous leadership

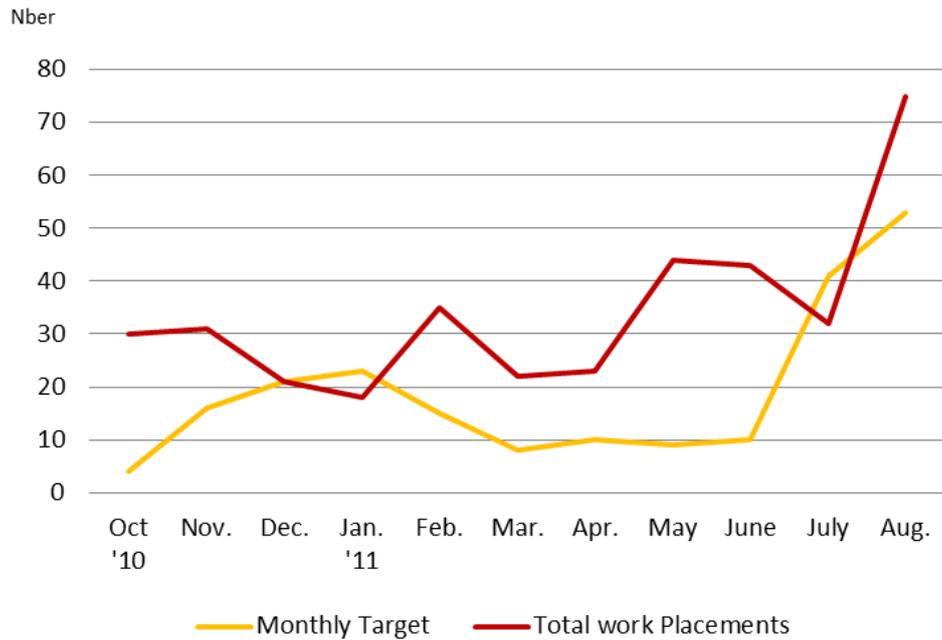
Kristy McIntosh was selected to attend the Australian Nation Indigenous Leadership Program, conducted in Cairns. A wonderful achievement for Kristy herself and for the AAC family.

### Goals for 2011–2012:

In collaboration with all AAC programs, including the IEP, CDEP and Training, we will be striving to achieve a five star result across all our sites, demonstrating that we are the leaders in assisting our jobseekers into mainstream and program meaningful employment.

**Challenges:** Staffing still remains a problem, with the mining companies offering large salaries which attract most of the available willing workers. The high cost of housing continues to be an a significant and real challenge.

## JSA Services - Job placement figures



**The Graph above is for the period October 2010 - August 2011 and is a summary of the achievements of all of the AAC/JSA offices.**

The Graph shows the monthly *Target* for job placements which is set by Job Futures compared with the number of people who were actually placed in employment by the AAC / JSA offices. AAC's outcomes each month were mostly above the Target. The total target for the period was 210 people however 374 people were placed into work. That is, 164 people above the target, or 78%.

Month	Monthly Target	Total work Placements
Oct '10	4	30
Nov.	16	31
Dec.	21	21
Jan. '11	23	18
Feb.	15	35
Mar.	8	22
Apr.	10	23
May	9	44
June	10	43
July	41	32
Aug.	53	75



Above: Hedland Office staff: Kristy McIntosh, Pauline Howrie, Chona Pawloff, Sunnima Martin, Sam Nunan, Kara Falwasser.



Roebourne JSA Office staff: Jodie Jackson, Dee Bruce and Pennie Coventry



## JSA Training Courses

An important part of the work of our JSA offices is to organise training courses for our clients. Following is a list of training which has been run through each of our JSA offices this reporting year.

### **Karratha JSA Office**

- FMG Work Ready course (includes Cert II in Surface Extraction).
- RIO TINTO Work Ready course.
- AWC Training Certificate III in Civil Construction (Plant Operations) (held at 5 mile community).
- ESS Hospitality course .
- GATE course (Pilbara TAFE).
- Financial Literacy Training Cert I (Ashburton Aboriginal Corporation IEP).
- All in a Days Work - Certificate II of General Education for Adults.
- STAT ( Security Training and Statistics) Hospitality course (held at All Seasons Hotel in Karratha).
- Certificate III in Hospitality and RSA.

### **Roebourne JSA Office**

- Certificate II in Construction Pathways ( pre-apprenticeship in Carpentry Course with Roebourne TAFE).
- FMG Work Ready course (includes Cert II in Surface Extraction).
- Rio Tinto Work Ready course.
- AWC Training Certificate III in Civil Construction (Plant Operations) (held at 5 mile community).
- ESS Hospitality course.
- GATE course (Pilbara TAFE).
- Financial Literacy Training I (Ashburton Aboriginal Corporation IEP).
- All in a Days Work - Certificate II of General Education for Adults.
- STAT ( Security Training and Statistics).
- Hospitality course (held at All Seasons Hotel in Karratha).

### **South Hedland JSA Office**

- ESS Hospitality course.
- Indigenous Training Australia CERT II in Construction.
- FMG Work Ready .
- VTEC Cert II in Resource and Infrastructure.
- BHP Industrial skills program.
- Financial Literacy Training I (Ashburton Aboriginal Corporation IEP).
- Cert I in Construction (NGARDA).

### **ONSLow JSA office**

- GATE course (TAFE).
- Financial Literacy Training Cert I (AAC / IEP).
- CDEP - AAC.

### **Newman JSA Office**

- Mining Skills Certificate I in Resources and Infrastructure
- BHP McMahons Work Ready
- Certificate in Construction (Bloodwood/FMG)
- Financial Literacy Training Cert I (AAC / IEP)
- CDEP - AAC

### **Tom Price JSA Office**

- Financial Literacy Training I (AAC / IEP)
- Certificate II in Surface Extraction with Aus-Com



Above: Chona, team leader from South Hedland Office (left) pictured with Andrew Forrest the Executive Director of FMG and some of the other Summit 300 Award winners in May 2011.

## How do we know we are doing well?

DEEWR undertakes performance reviews. AAC was deemed competent on every occasion that we have been assessed so far.

**Stars:** Every organisation that delivers JSA services is rated on the number of training placements, job starts, and people remaining in jobs for up to six months. The ratings range from 1 star to 5 stars.

*In July 2010, AAC was rated with an average of 1 star, at end of June 2011 2 stars, and by 31 August 2011, 3 stars (average over the entire AAC)*



**Tools:** AAC has access to useful tools which have been developed by Job Futures. These tools allow us to track job placements (JSA Central), caseloads and work commencements (Scorecards) and quality of record keeping (SAfe-T). The tools are used pm a daily basis.

## How funding flows through our JSA services

The Australian Government (DEEWR) provides funding for the provision of JSA services as follows:

**Service fees:** Fees are paid to AAC when job seekers register with the JSA and then every 3 months while JSA staff continue to work with the job-seeker to bring them closer to gaining employment. This money covers our basic operating costs. We use the money to maintain the offices and for Employment Advisors who conduct regular interviews. There is no up-front payment with JSA—we get paid upon results, no results, no pay. We have to get people trained and into jobs.

**Provider services:** AAC can make a claim to the Government for services (besides routine interviews). This includes the extra time of Employment Advisors arranging training and supporting people in job placements, and the cost of outreach visits.

**Outcomes:** Claims are made when we place someone into a job and if they are still in employment after 13 weeks and then again after 26 weeks. Claims are also made when someone starts training and after they complete the course.

**The Employment Pathway Fund (EPF):** is used to pay for a range of services to get job seekers into work, help them settle in and to stay there. These expenses are reimbursed to AAC by DEEWR. For example, we can: help people to gain the skills necessary to start work; provide work equipment and personal protection gear; provide uniforms (with logo); and pay for on-going expenses for post placement support (e.g. additional skills based training to assist them to stay in the job).



JSA hospitality training, Newman



JSA Hospitality Training, South Hedland

### 3. Pilbara Training Services Pty Ltd



#### Milestones

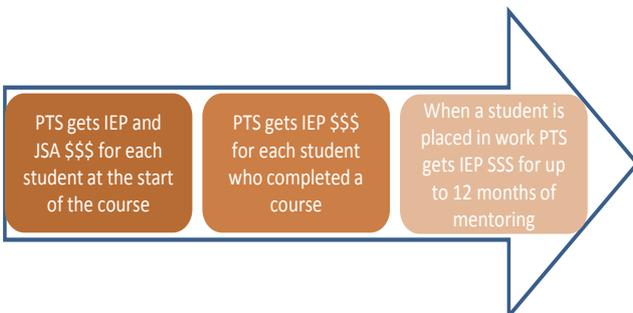
- PTS passed the Registered Training Organisation (RTO) Audit (August 2011)
- As a Registered Training Organisation PTS delivers:
  - Cert I and II Resources and Infrastructure
  - Cert I Financial Literacy

#### Achievements

- The infrastructure to deliver Certificate I in Financial Literacy Training has been put in place with dedicated staff and the technical resources to enable roll-out across the AAC footprint. Training has started in Karratha, Roebourne and Hedland.
- Five people have successfully completed the Certificate II Resources and Infrastructure course and were subsequently employed.

#### Goals for 2011– 2012

1. Review and broaden PTS’s RTO scope. (That is, increase the number of certified courses which PTS is authorised to deliver).
2. Review and improve the Work Start Program.
3. Successfully complete the IEP agreement.



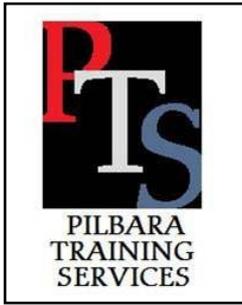
Last year nine women from Jigalong CDEP did training in sewing and were producing clothes, bags, baby blankets, pillowcases and specimen bags for the KJ Ranger Program. This year training on industrial machines led to an expanded range of products and increased involvement

of men. Products now include: swags, gun bags, and travel bags.

*Pictures from Top of page:* Chrissie Sammie at sewing Machine. Next : Ainslie Sammie and Don Kelly (sewing); Next: Harold Sammie with gun bag; Next: Alistair Sammy and Chrissy Sailor with finished products. Bottom: Finished product samples.



Above: Gary McCormick, trainer from Polytech TAFE, Perth  
 Right: Gary with trainee Harold Sammie



## PTS - CDEP participant training

### *Milestones reached*

Training and education has taken place in all CDEP communities in line with the Community Action Plans (CAPs). The training has been provided by AAC and Pilbara TAFE, as well as other Registered Training Organisations (RTOs). The training program has included:

- Welding and use of small hand tools
- Operating a Computer
- Grader Operations
- Wheel Loader Operations
- Gaining Access to Training & Employment
- Chemcert. Training
- Cert I Visual Arts
- Cert I Business
- Cert I Horticulture
- Cert I Construction
- Cert I Resources and Infrastructure
- Cert I Leadership Development
- Cert II Indigenous Environmental Health
- Cert I and II Horticulture



### *Achievements*

Many community members have completed certified training courses, and are now able to use their new skills and knowledge within or outside their community. The employment rate is on the increase as a result. *Note:* Some training courses commence in February and are completed in December, others commence mid-year and are completed within 12 months. Therefore the reporting period does not match the financial year reporting timeframe for this Report.

### *Challenges*

Training in the first four months of this year was particularly affected by severe flooding in the region. People were stranded within the community or were unable to return home. It was not possible to implement training at a number of locations, particularly in the Western Desert.



### *Goals for 2011– 2012*

- To continue to provide high quality certified training and education in line with the unique Community Action Plans (CAPs) produced by each community.
- Increase communication and coordination with JSA and CDEP programs of AAC as well as other service providers in order to facilitate 'wrap around' services to clients.

## 4. Waste management: ASHOIL Pty Ltd



### Milestones

- ASHOIL Pty Ltd was registered as a company (15 July 2010).
- The Rio Tinto Supply Agreement signed (July 2010).
- The Rio Tinto OH&S and HS&E mock audit passed (October 2010).
- OH&S and HS&E audit passed (with provisos) (31 March 2011)



### Achievements

- Rio Tinto and ASHOIL are continuing to consolidate their partnership with the recent addition of Rio Tinto signage on the ASHOIL used cooking oil (UCO) collection truck.
- All of the high and low risks identified in the Rio Tinto audit were addressed within the 1 month and 3 month timeframe (as required) by 30 June 2011.
- Air quality monitoring system has been established.
- Increased production and delivery to Rio Tinto from 5,000 litres to average of 7,000 litres per week (10,000 some weeks). Rio Tinto have been using the biodiesel on all their blasts as a 50% blend since 30 November 2010.
- One of the staff has now passed his Certificate IV in Workplace Training and Assessment.
- ASHOIL was a finalist In the National Mining Innovation Awards (Sept. 2011).

### Goals for 2011–12

1. To maintain quality standards and increase production to 20,000 litres per week so that Rio Tinto Tom Price mine drill and blast team use 100% biodiesel for drill and blasting activities.
2. To reduce overall levels of waste generated at the plant from 30% to 60% e.g. packaging, storage in IBCs not drums.
3. To increase the number of Aboriginal trainees at the plant.
4. Completion of the MOU with ESS Compass Group for collection of waste oil from across WA before Mid October.
5. To find a suitable market for the by-product glycerol.
6. To move the 'batch tank' to another area (for improved air quality) by October 2011.



### Challenges

- To increase the volumes of waste oil collected (at present an upper limit of 500,000 per year in WA).

### New initiatives

**Soap production:** Potential exists to develop a Business Plan to establish an enterprise that would re-cycle soap and sell it back to the mining industry. *Feasibility:* used soap is available from the mining industry and can be collected and re-cycled; glycerol (a bi-product of biodiesel production) can be converted to glycerine for use in soap manufacture. It has been assessed that a market exists for 450,000 bars of soap within the mining industry annually.



## 5. The Moringa Cropping Trials (Tom Price)

In September 2010 a four-acre trial crop of Moringa Oleifera was planted about 6km from Tom Price, at the base of Mount Nameless. Seeds for the trial were supplied as part of an agreement with the Western Australian Department of Agriculture.

Moringa was selected due to its fast growth rate and because a by-product of the crushing process is high protein cattle feed. The cropping trial is one of AAC's strategies for finding long-term solutions to over-reliance on mineral diesel in the Pilbara region.



The Moringa trial was designed jointly by an AAC consultant and the Western Australian Department of Agriculture. Seeds and seedlings were planted in three sessions over a one-month period. Planting was a cooperative event:

- ASHOIL staff did the first planting
- Tom Price Primary School students did the second, and
- Eighteen Community Development Employment (CDEP) workers from Marble Bar and Nullagine communities did the final planting as part of their Certificate I in Horticulture.

The four-acre plot is divided into grids to test the growth and yield of a number of varieties under differing conditions. The first seedpods will be ready to harvest by April 2012. Given optimum conditions this plot could yield up to 800 litres of Moringa oil for biodiesel production. AAC will produce the oil themselves.

Traditional owners, and the AAC Board are interested in developing Moringa plantations at other sites throughout the Pilbara, and are awaiting the outcomes of the Moringa trial with interest. Some communities such as Marble Bar and Yandeyarra have already started planting trees for seed collection. This initiative, if it were to go ahead, would form the basis for Indigenous ownership of alternative sources of biodiesel throughout the Pilbara.



Students from Tom Price Primary School help with the planting of Moringa

## 6. Onslow Tyre Service

The Onslow Tyre Service was established to provide a much-needed service in the Onslow region, and create a business where CDEP participants could gain a range of workplace skills and experience. The Tyre Service is licensed by the WA Motor Traders



Association and has a qualified mechanic on the premises. The shop is situated at Lot 693 Cornish Way, Onslow, WA, and is open Monday to Friday from 8am-4pm.

### **Milestones**

- The service has been gradually expanding. In addition to fitting and repairing tyres and doing wheel balances the shop is now authorised to service and make minor repairs to light vehicles.
- A new office and customer waiting room has been constructed by CDEP participants (finished in June).

### **Achievements**

- The business has been expanding due largely to the Chevron-Wheatstone gas project south of Onslow.
- The Shop continues to provide training for CDEP participants in a diverse range of on-the-job skills and experience. Training has expanded from fitting to servicing and light vehicle repairs.
- The shop stocks, fits and repairs tyres for a broad range of vehicles including: trucks, tractors, all terrain vehicles, graders, bobcats and loaders, and have a large range on hand. Second hand tyres are also available.

### **Goal for 2011– 2012**

- To complete the shed extension by the end of 2011 and install a hoist to enable wheel alignments.



## 7. New Initiatives

### **Horticulture**

The new AAC horticulture Program will enable seven remote communities to undertake training with a pathway to employment in the industry or with the program. AAC's new *Horticulture team* will work with interested communities to identify good sites for gardens and crops, provide training, and support overall implementation of the program. The horticulture project has three main parts:



Above: Yandeyarra Community garden

#### **1. Seed collection**

Seed collection, funded by the WA Natural Resource Management Program is already being undertaken by some communities for the purpose of mine regeneration, and or the raising of native plants for sale, these activities will be expanded in 2011-2012. A lot of research and consultation has been done about the economic feasibility of supplying bulk seed for mine regeneration, or the raising of seedlings to be sold through local nurseries. Seed quality will be tested by Kings Park botanical scientists to ensure maximum germination. They will also assist with other important activities including GPS locations. Treatments to some types of seed are required, for example some seed is only released by plants after a bush fire. Kings Park can replicate this to ensure seed germination without the need for fires locally.

#### **2. "Garden in a box"**

AAC received funding from Regional Development and Lands to support a nursery and cropping project at Parngurr Community. The funds were for the purchase and installation of a Garden in a Box (GAIB) module. The GAIB is a system that allows the irrigation and watering of hectares of land through drip feeding. The watering can be monitored remotely ensuring that any crops planted will be sustained without rain or hand-watering. Garden in a box is 'standalone' system that generates its own power to run the pumps which irrigate the plantation from the bore. The GIAB comes with its own solar power panels and electronic controllers etc.

AAC also received CDEP funds to expand the rollout of GIAB modules to 7 Communities within the AAC footprint.

This project will assist communities to:

- Produce vegetables and fruit that can be sold through the community store and other stores (depending on the harvest)
- Produce oil producing crops for biofuel production (e.g. Moringa). ASHOIL will buy harvested crops twice a year from the community (field to fuel).

#### **3. Other horticulture activities**

Certified horticulture training will take place in the 7 locations supported by the AAC horticulture team.



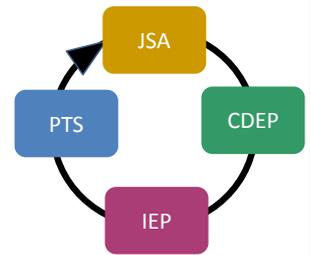
Above: Horticulture team members: George Woolston and Kim Mackay, and Sherylann Horobin (not pictured)

***The aim of this project is improved food security and quality, improved nutrition, and a more sustainable economic base through large scale horticulture at a community level.***

## 7. New Initiatives *continued*

### **Parnngurr (Cotton Creek) Pilot Project**

*This project is an opportunity to learn how job seekers can benefit from a single service provider model and how such a model could function (and be replicated in other places).* The pilot will identify job opportunities that currently exist in the Community, and those which are likely to be created, due to changes to the way that Municipal and Essential services are going to be delivered as a result of changes to Government policies.



CDEP participants have all been interviewed by AAC and their income support information gathered. The next stage of the process is to engage with each individual about where they see themselves in a few years, including their employment goals. This information will be used by the AAC/JSA, Community Development Officer and Training Managers to develop training plans to support people in gaining the skills required to take over positions as they arise on the Community.

We are hoping that this 'wrap around' service model, will enable Martu people to do more of the jobs which are available on the Community. Often these jobs are occupied by non-Aboriginal Community Coordinators and contractors. This pilot project considers how CDEP, JSA and training providers can work closely together for improved outcomes for everyone concerned. At present, CDEP, JSA and training services are most often offered by different organisations. AAC is in a relatively unique position since we provide all of these services.

### **Social support research**

Research will be undertaken to explore new and emerging community based employment options. The research will provide the information to improve community engagement for improved training and employment outcomes. The social support initiative will build the aspirations of community members to develop an economic base on country.

### **Money management**

Six AAC Community Development Officers will undertake Certificate III in Community Services and ten indigenous Mentors will do 3 and 6 units of Financial Literacy competency. This training will give CDEP staff key skills to share the self-paced learning Certificate I in Financial Literacy training (FNS04) delivered by AAC's training organisation with CDEP participants. The result being CDEP participants will achieve a certificate 1 in Financial literacy and be able to better budget and manage their income.

### **Classroom in a box**

This program is a pre-employment training for 120 indigenous job seekers in a flexible learning environment. This will begin to address significant barriers that the participants face in relation to literacy and numeracy, and will provide an educational foundation at community level. This pre-employment program will be delivered in all remote communities that deliver CDEP, and is the beginning of the pathway to training and employment.



## AAC's Strategic Partners

Benefits of cooperative arrangements flow to our clients, and to the organisations with whom we collaborate. The types of formal relationships we have in place include Memorandums of Understanding (MoU), Funding Agreements, Service Agreements, Supply Agreements and Training Partnerships.

AAC is stronger and more effective because of our partnerships and cooperative arrangements with the following organisations:

BHP Billiton Ltd

Botanic Gardens and Parks Authority

CDEP Consultative Group (CGG)

DEEWR

FaHCSIA

Gumala Aboriginal Corporation

Kanyirninpa Jukurrpa (KJ)

IBN

ITEC

Job Futures

Pilbara CEO Forum

Rio Tinto

Rio Tinto Expansion Group

Shire of Ashburton

SODEXO

TAFE WA Pilbara

Tom Price TAFE

UWA

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