



**ASHBURTON
ABORIGINAL
CORPORATION**

Annual Report 2012-2013



Welcome to Ashburton Aboriginal Corporation's annual review. This report covers our performance for the 2012/13 financial year.

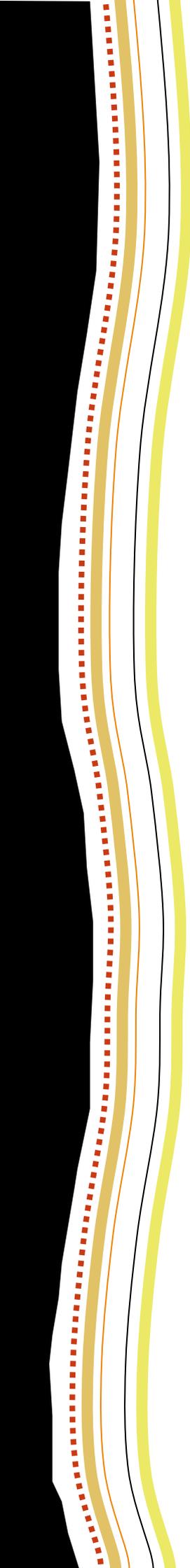
The report highlights our many achievements both on the ground and in building our reputation as an outcome-focused organisation.

Special thanks to all staff members who supplied stories, photographs, and information.

Thank you to our CEO, Janet Brown, our Chairperson, Doreen James, Dr Stuart Gunzburg and our Enterprise teams, Sharmaine Proude, Gabrielle Edis and Toni Buckland and the RJCP team, Steven Sonneman-Smith and the Peedamulla Station team, Paula Roe, and Corporate Services and Administration teams.

Annual report prepared by Nathalie Jays.





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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

Ashburton Aboriginal Corporation's operations are guided by 8 principles: Respect, Collaboration, Sustainability, Accountability, Innovation, Capacity Building, Caring for Country, and Partnerships.

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 the 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

AAC Governance

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



Our Board from left to right: Margaret Parker, Ingrid Carey, Doreen James, Charles Tucker, Debbie Cox, Phillip Carey, Nathan Black, Rocky Wedge, Trevor Parker, Doris Parker .

Board Members' Positions

Doreen James	Chairperson	Doris Parker	Director
Margaret Parker	Vice Chairperson	Trevor Parker	Director
Ingrid Carey	Treasurer	Charles Tucker	Director
Debbie Cox	Director	Rocky Wedge	Director
Nathan Black	Director	Phillip Carey	Director

Annual General Meeting - 4 Nov 2013

Agenda

- Welcome and Apologies
- Confirmation of the minutes of the Annual General Meeting October 2012
- Presentation and adoption of the 2012-2013 Annual Report
- Presentation and adoption of the Audit
- Financial Report
- Appointment and Remuneration of the Auditor
- Nominations of Directors
- General Business

Message from our Chairperson

For the past three years in my message I have commented on how busy the year has been for our Corporation, once again I have to say what an extremely busy and challenging year it has been for all of us.



This year I want to talk about our Board and how we work with our CEO to make the best decisions for AAC. Although most of our staff do not get the opportunity to directly spend time with us, as a Board we take a keen interest on all of the AAC operational activities including staff performance.

Our Board is made up of ten members of the Corporation who are elected for a three year term as Directors of AAC. At our next AGM we will be electing Directors for the next three year term.

Being a Board member is not as easy as it may look. When we meet we look at reports on activities, enterprises and the latest financial statements for the Corporation. We also work to the Strategic Plan for AAC. Sometimes we do not agree to certain directions as being the best for AAC. As a working Board of Directors we are all committed to progress the best interests of the membership and the Corporation.

At times we may also need to point out to our CEO that certain things could be done in a different way to ensure that we are meeting the needs of Indigenous people living in the Regions we have service delivery responsibility for.

This is a good time to remind all of our staff our CEO reports to us and is required to implement decisions we have made and yes, we hold her fully accountable. As Chairperson I am required to work closely with our CEO to ensure that all Directors are fully informed and up-to-date with current information. We have a good CEO who makes sure that our Board members are well informed.

We make sure that our Corporation has excellent governance and keeps to the high standard we maintain for the Corporation.

In closing, I must thank all AAC staff and fellow Directors for what has been a most challenging year, full of preparation for the changes that will come with the RJCP commencement on July 1 2013.

Doreen James

Our CEO's Report

This year has possibly been even more challenging than the previous five years as we transitioned between the CDEP/JSA model and that of the Remote Jobs and Communities Program (RJCP). Over the previous twelve months, we spent a substantial amount of time writing and refining our expression of Interest to Government for the RJCP program.



From our submission at the end of 2012, we made a concerted effort to prepare well in advance for what was anticipated to be a very different service delivery program.

In February 2013, we invited our key staff to attend a strategic planning retreat at our Head Office. This paved the way for a holistic review of our strategic plan, followed from April to June by our organisational capacity plan. Planning at strategic level is always taxing both in terms of staff mobilisation which takes them away from their day-to-day responsibilities, but also in terms of formulating a plan which clearly articulates our goals so that it guides future endeavours from all operational areas. Our strategic plan was submitted to our Board which as always was supportive and entirely committed to our planning process.

We were just finalising our organisational structure when Government announced our successful tender in May 2013. We were successful in two of the three regions we had supported in the past few years, and sadly this meant closing the doors of our offices in Karratha and Bindi Bindi.

In May and June 2013 we focussed on completing all our CDEP projects on the ground, and archiving our employment services client files, whilst getting to know the new program's compliance framework, the new online platform and associated forms and processes. As I write this report AAC has operated in this new model for three months, and the dedication, perseverance and sheer hard work from all our staff has resulted in AAC being praised for its commencement rates which are well above the national and regional levels.

However, AAC never rests on its past achievements, and we are pursuing new performance levels as we speak. New roles have been created across our footprint, empowering our clients and creating employment opportunities in the communities we serve.

Finally, I wish to acknowledge and thank our Directors for their continued leadership and vision and their commitment to sound corporate governance practices.

Janet Brown

Ashburton Aboriginal Corporation overview

Ashburton Aboriginal Corporation's (AAC) purpose is to work with individuals, communities and other organisations to provide a range of services, enterprises and programs that enable participation in employment and economic opportunity; self-reliance of individuals; stronger families; and more resilient and vibrant communities.

AAC delivers 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 specialised assistance on the pathway to employment, helps students to gain tools for job readiness, and is authorised to deliver a range of accredited training modules.

In addition, AAC has further diversified the Enterprise Portfolio:

◆ ASHBAC (2005) Pty Ltd - (Trading as Onslow Tyre Service)

A robust trading year for Onslow Tyre Service, growth within the community has supported sound financial returns with this Enterprise.

◆ PILBARA TRAINING SERVICES (PTS) (2009) Pty Ltd

PTS is our Registered Training Enterprise, and is developing, sourcing and will co-ordinate training delivery at our Peedamulla Station residential training centre. Training will commence early 2013.

◆ ASHOIL (2010) Pty Ltd

ASHOIL continues to grow in diversification. The signing of a Memorandum of Understanding (MoU) with Gumala Aboriginal Corporation (GAC) has further strengthened this Enterprise as we move towards expansion in 2013.

◆ ASHMULLA (2011) Pty Ltd

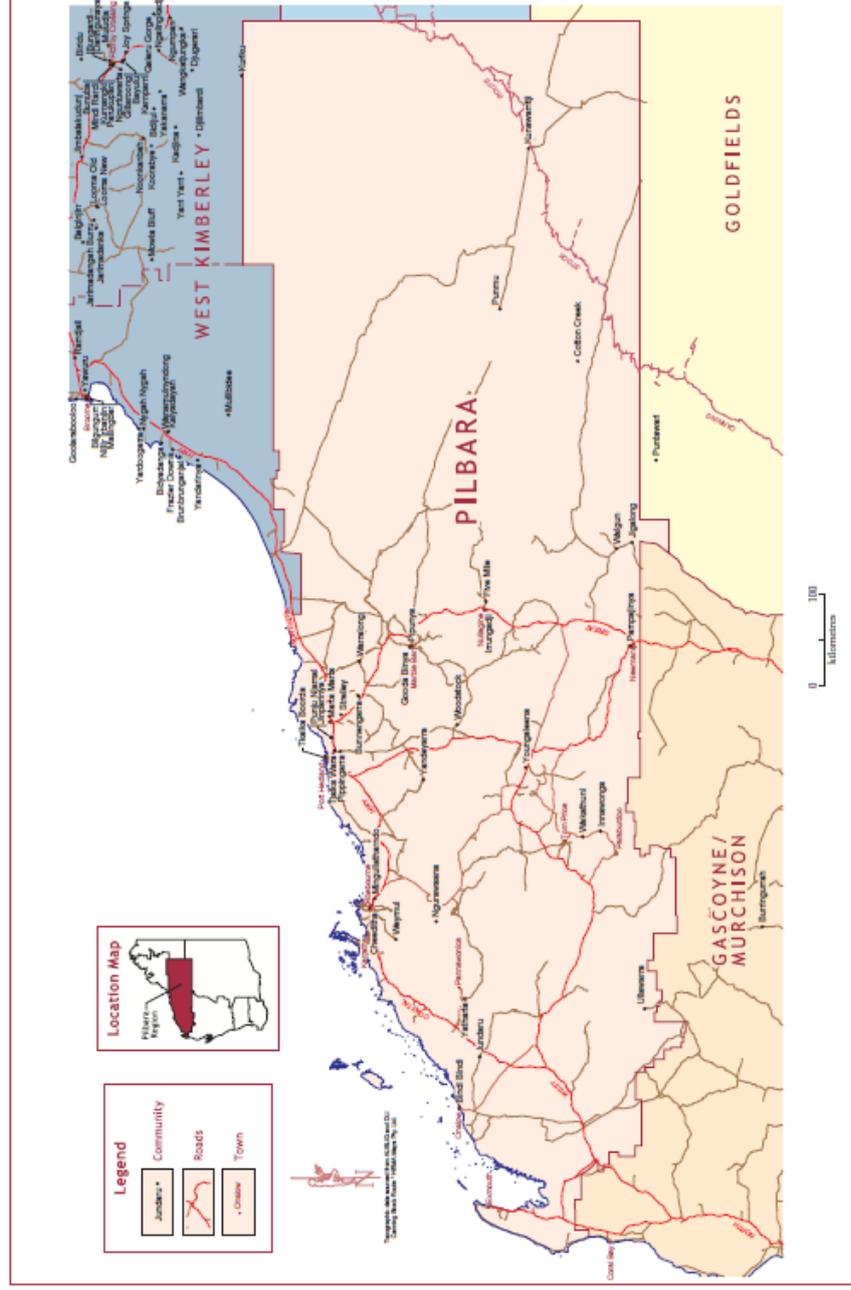
ASHMULLA holds the Pastoral lease of Peedamulla Station. PTS will be operating a 20 bed residential youth training centre alongside an operational Pastoral Lease.

◆ ASHLINEN Pty Ltd

ASHLINEN is our newest Enterprise with a focus on the provision of a quality linen supply service, targeted towards the mining and tourism industries that support Indigenous Minority Supply initiatives.

Our footprint

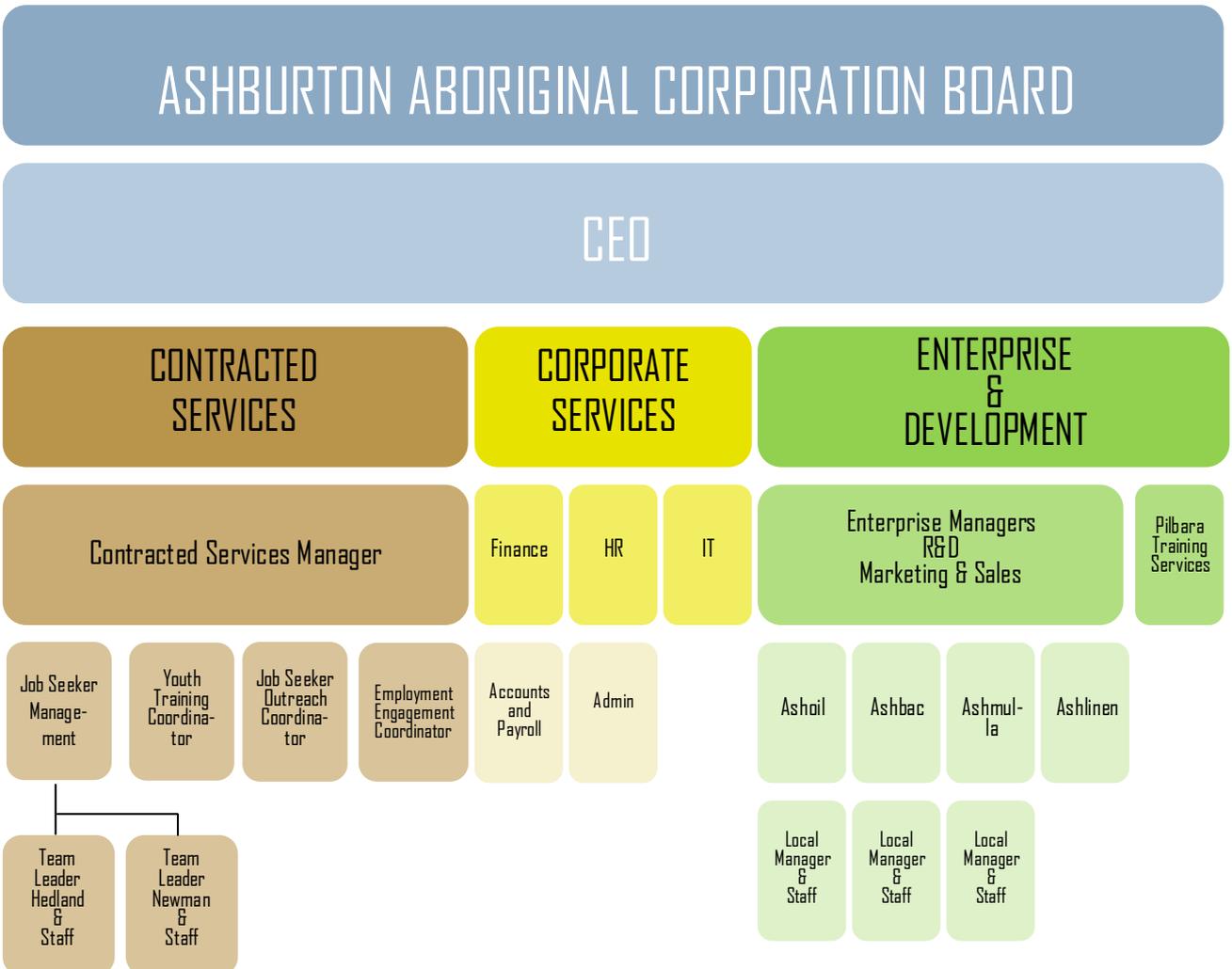
AAC delivers employment and training services throughout the Pilbara region via the operation of six JSA Employment offices which in turn provide outreach to 23 Aboriginal communities .



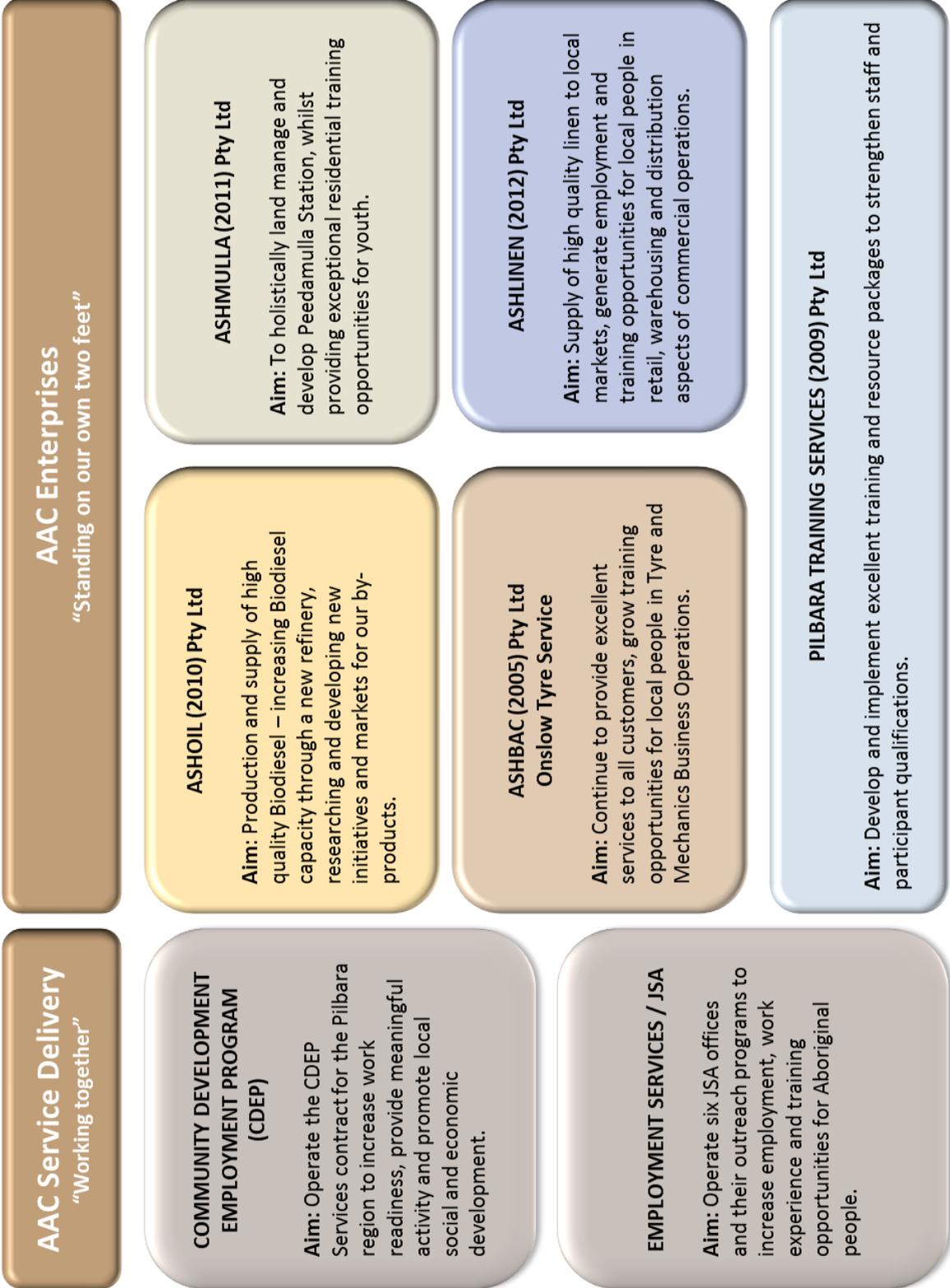
AAC Corporate Structure 2012—2013



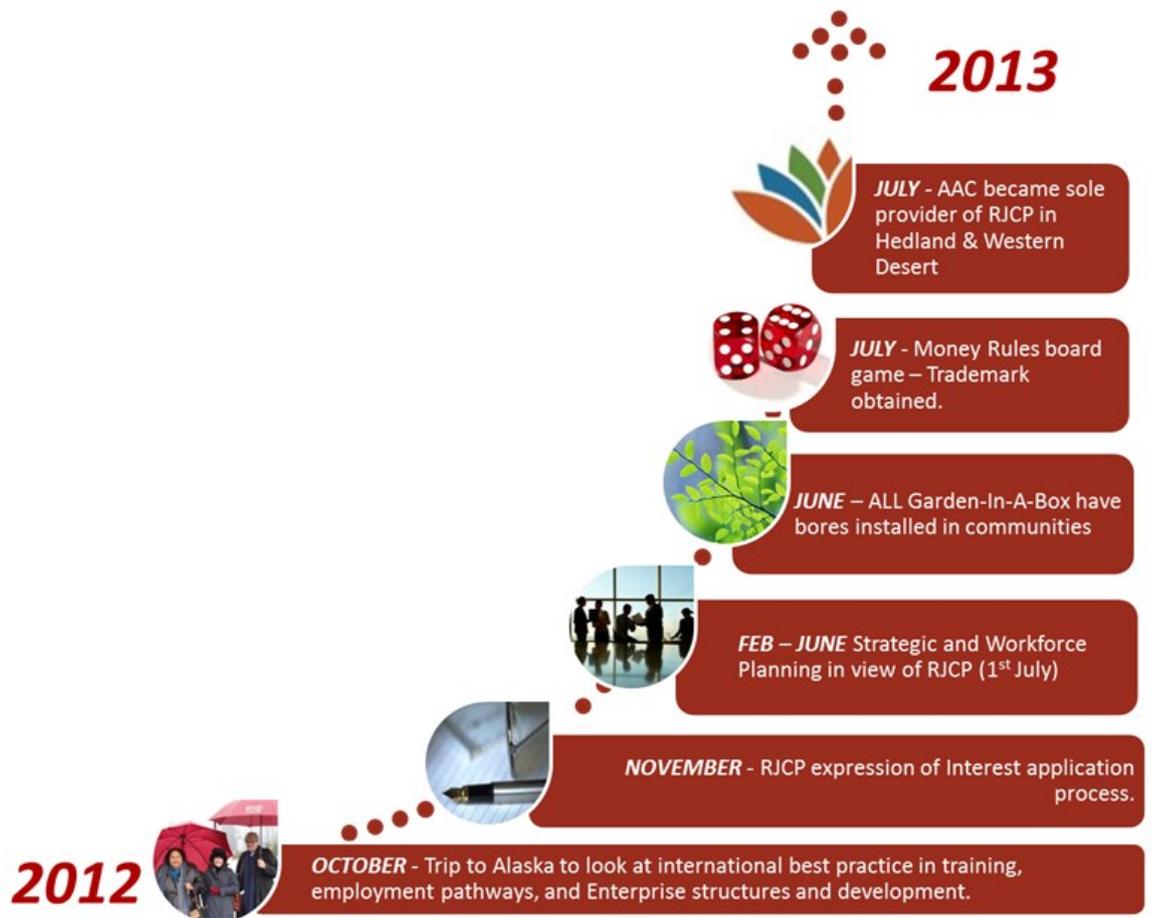
AAC Corporate Structure 2013 - 2014



The way we work



Significant milestones for the year



Regional and National recognition

- March 2013: Job Futures Australia— Compliance Award to Tom Price office.
- May 2013: AAC through its ASHOIL subsidiary was the finalist at the Social Enterprise Innovation Award.
- September 2013: Golden Gecko Award for Environmental Excellence in association with ESS Support services Worldwide.



Corporate Achievements

Governance

The Board met six times in the 2012-2013 financial year as per their resolution at the 2010-2011 Annual Board Meeting. Our Directors also ensured their Board Meetings took place in other locations than the traditional Onslow/Tom Price areas. For instance, the September 2012 Board meeting was held at our Perth office.



ORIC—Office of the Registrar of Indigenous Corporations

After featuring on the front page of ORIC's website in August 2012, AAC has ranked 23rd in ORIC's Top 500 Aboriginal Corporations. This reflects on our Board of Directors and our CEO's focus on governance these past 3 years.



Strategic Plan 2013 –2015

Our strategic plan articulates a bold future and commitment to client's outcomes achieved through individualised on-going support. The current structure of AAC is reflective of a growing organisation. This structure will be reviewed periodically over the next 5 years and be adjusted to ensure the organisation is able to respond effectively to changes in its operating environment. The most profound changes will flow from the strengthening of the Corporation's foundations through the improvement in reporting and governance, the requirement for rigorous business plans, increased emphasis on risk management, and review and enhancement of policies and procedures.

The Board identified and endorsed the following four key areas over the next five years:

- Services and Delivery
- Enterprises
- Research & Development
- Organisation development and capacity

The new Remote Jobs and Communities Program



As you know the new RJCP program which replaces the CDEP and JSA service delivery models is an all inclusive, one stop shop program that aims to support both Indigenous and non indigenous clients towards full time employment.

In the last 12 months, AAC spent a lot of time and energy towards gearing up to the start of the RJCP program as reported in our last annual report. The modality of delivery of our services has not fundamentally changed, however it is undeniable that there is a greater level of accountability for every dollar spent, and less autonomy to create participation activities on the fly as we used to do.

These changes have inevitably impacted on our structure, and we have looked at aligning our workforce to the number of clients in every location. This caused a restructure of the organisation, with a larger team in our Hedland office which services over 1,000 clients. It also led us to review and retain the participation activities where people were the most engaged and which enhanced the most community life.

As we write this report we are still putting the final touches to our plan, and this will coincide with the finalisation of the Community Action Plans which will be submitted to our funding agency (DEEWR) at the end of the year.

To recap on a few fundamental elements of the RJCP Program:

- Greater on-going involvement and guidance from our funding agency.
- Emphasis on local resources and capacity building in community, this explains why we have increased the number of mentors in community to monitor activities.
- Emphasis on individual caseload management which explains our workforce spread across the footprint.
- Greater planning required for every activity and training delivered, as these need to be approved by the funding agency.
- Greater level of administration required to perform the work on the ground, and this means for every participation activity delivered our funding agency requires a high level of documentary evidence on attendance and tasks performed.

Training opportunities at Peedamulla

A bit of history

The pastoral lease was first established on Peedamulla in the early 1880s by the Burt family. The beginnings of the station are approximately 60 kilometres from the coastal town of Onslow, and some 10 kilometres from the North West Coastal Highway.



The word Peedamulla means “plenty water”, but alas that has not always been the case with long periods of drought taking its toll on the country. From inception the station owners supported the inclusion of an Aboriginal workforce in many roles across the station and this led to when Herbert Parker purchased the property in 1975 on behalf of the Commonwealth Government for the use of Aboriginal people from the Onslow area.

A local stone homestead was constructed in 1915 to house the owner and his new bride. The homestead is now heritage listed but has fallen into major disrepair after losing its roof in a cyclone in 1984. Under the Parker Family’s management the station has enjoyed periods of great prosperity, once carrying 28,000 head of sheep, along with achieving record prices for its cattle of the time. In 2011 AAC took over the lease of the property to help support Trevor and Doris’ vision for the property, and in particular a concentrated rehabilitation program around building restoration, roads, fencing, animal husbandry and breeding, water management and land regeneration.

The present

The Ashburton Aboriginal Corporation sees the pastoral lease as a challenge that needs to be undertaken, and also as a wonderful opportunity for indigenous people to gain valuable skills across a wide range of transferable occupations.

Peedamulla Station has been identified as an ideal site for a number of broad spectrum, pastoral based, training and employment programs. Cert I and II in agrifoods and Construction are at this point our main focus. We will extend our pastoral based training in the months to come.

Peedamulla Training Facilities

In the previous Annual report we announced the completion of the training facility at the station. This has now been achieved.

Peedamulla station offers accommodation for 16, it has a commercial kitchen and a large multi-purpose training room to support training for station hands, rangers, remote tourist operators and environmental workers.



In July 2013, the new training facility at Peedamulla Station was the venue for an employment and training workshop . Thirty one people interested in employment and training of Aboriginal people in environmental and min-

Our First Cert I in Agrifoods training course took place in August. As part of the course, the trainees learnt how to install new waters points for cattle. This exercise was funded by the Aboriginal Land Corporation. Trainees first equipped the bore with a water trough and a solar pump. The last task involved the installation of some fencing around the bore and pump to create an animal-free zone.



2013 Golden Gecko Award Winner

The Golden Gecko Awards are an opportunity to be recognised for leading practice and innovation in environmental management, and share your experiences with government, industry and the community. Assessment is merit based so there is no competition between entries.



Receiving a Golden Gecko Award also helps to build the reputation of being a responsible corporate citizen with a responsible attitude to the environment.

Just participating in the Golden Gecko Awards process has been known to internally increase awareness and interest across an organisation in environmental work.

This year's award was won by Ashoil and ESS Support Services Worldwide. Mines and Petroleum Minister Bill Marmion said AshOil recycled all of ESS' used cooking oil in Western Australia - about 200,000 litres per year.

The Minister said the Golden Geckos are awarded by the State Government, through the Department of Mines and Petroleum, to recognise companies that had made an outstanding contribution to developing WA's resources in an environmentally responsible manner.



From Left to right: Hon. Bill R. Marmion (Minister for Mines and Petroleum, Housing), Margaret Parker (AAC Director), Piers Austin (Ashoil), Stuart Gunzburg (AAC), Darryl Milburn (Ashoil).

"The gecko is a great symbol of environmental performance. It is among the last species to return to an area after a land disturbance such as mining, and their presence indicates a return to a healthy functioning ecosystem," he said.

Thriving business in Onslow

The 2012-2013 financial year has seen a significant increase in business operations associated with employment of three qualified mechanics who have enabled us to respond to market demand in Onslow and surrounding area.

Our new clients include large and medium-size businesses such as Bechtel, Coates Hire, Hertz and the majority of hire companies located in the Onslow region.

For the second year running, AAC has purchased more professional equipment making Onslow Tyre Service a one-stop shop for all things mechanical.

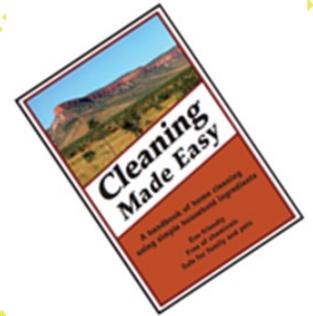
We acquired a truck tyre changer, new hoists and tyre re-balancer resulting in a larger range of services that can be provided.

The installation of the new veranda in front of the work area has had a significant effect on the temperature in the work area and improved work conditions.



Business Opportunities

Some of you may recall the “Cleaning Made Easy” book which was designed a few years back. This is a great reference DIY guide to cleaning, and under the right leadership, a wonderful complement to our suite of products for sale.



In the past 12 months, over 700 books have been sold Australia wide. We have sold our old stock and had to run our third print run. So who are our buyers?

- Nirrumbuk Aboriginal Corporation (Broome)
- Department of Housing (Broome regional)
- Derbal Yerrigan Health Services (Perth)
- Chris Thiesfield & Associates (RTO)

AAC staff also created the Money Rules, a board game which we expect will be approved for commercialisation by the end of the year.

AAC has taken a proactive attitude to investigating what large organisations operating in the Pilbara, and beyond need. There is a multitude of products required for camps, for instance:

- Bedding (beds, mattresses, sheets, pillow-cases, pillows, covers)
- Bath Linen (towels etc.)

Oil Products and ideas

We have been researching and extensively testing the by-products of our Biodiesel production with hand degreasers, truck washes, dust suppressant etc. These products are still being refined but we are hopeful they will be up to standard by early 2014.

We are also negotiating recycling engine oil via our Biodiesel plant.

Outside the box ideas under negotiation and discussion

- Supply cooking oil to large organisations.
- Manage our region’s road reserve using Aboriginal local job seekers.
- Utilising our facilities and available land in Tom Price to create warehousing opportunities to supply local businesses and resource operations.
- Foster capacity building into our region’s youth, by leveraging our business network to provide Pilbara kids who are schooling in Perth, the opportunity to benefit from work experience in quality organisations.

* Rio Tinto, Morris Corporation, Compass ESS, Bis Industries, Mermaid Marine, Roy Hill, Woodside, ISS have either received tenders from AAC or have been approached and are currently evaluating business proposals from us.

Promoting healthy living in communities

AAC is very proud of its Garden-in-a-Box project (2011-2013) which has led to the creation of large community gardens in the following communities: Warralong, Nullagine, Punmu, Kunawarritji and Goodabinya (medium). Smaller gardens have been established at Jigalong and Yandeyarra.



Gooda Binya Community Garden



Punmu Community Garden - teaching the young ones about seeds



Punmu - Bore drilling for the gardens



Kunawarritji Community Garden: installation of fenced garden and propagation house



Nullagine Community garden



Jigalong - Raised garden beds at the Women Centre



Warralong Community Garden—a joint effort



Completion of the old homestead at Warralong



Why has AAC taken leadership over this project?

- To provide meaningful activity for job seekers and encourage ownership through participation in a community development activity which the community has prioritised
- To enhance employment opportunity through delivery of hands-on training in a range of activities such as welding, measuring, building theory, painting, carpentry etc.
- To build the range of construction skills within the community so that CDEP participants are qualified to undertake repairs locally and perhaps establish micro-businesses
- To create a space for women to create arts and crafts, undertake training and meet the goals outlined in their portion of the CAP plan – such as cooking for fund-raising.

Empowerment and growth through training

The Homestead's renovation was one of the community's goals and as such AAC facilitated this work, whilst providing community members the opportunity to obtain valuable training and experience.

We organised a **Cert II in construction**. **Classes were held** in the Community shed. This training enabled community members to acquire the skills necessary to complete the renovation, under the guidance of a certified trainer. It also means members will be able to maintain houses in an on-going manner going forward.



Welding Course

In the later part of the year, community members undertook a welding course, opening up employment opportunities going forward. Students made a BBQ set for the community. They learned how to weld and how to use plasma cutter. Each student also created an art piece in the form of an animal.



Where are we at?

The homestead's renovation is almost complete. Work has been on-going since 2012. The work has been a joint efforts for community members and service providers organisations which recognised the value of this ambitious project.



Work Ready with Rio Tinto

AAC and Rio Tinto have a great relationship when it comes to training indigenous clients in the Pilbara, as demonstrated again this year. In May 2013 AAC entered 17 clients into the Rio Tinto work ready program. One thing that stood out with this group is that boy/girl ration was very different to previous programs. This year we had 10 female and 7 male students commence.

The aim during the program is to train the students in the following units:

- Cert II in resource and infrastructure work preparation
- Certificate I in gaining access to training and employment
- Certificate II in warehousing operations
- Certificate II in automotive vehicle servicing
- Certificate II in warehousing operations

Once the trainer is satisfied that the student has passed these, they then arrange two weeks work experience for each student. This is where they put in all they have learned into good use.

Students are mentored all the way through the course to keep them on track and to reach their goal. Unfortunately sometimes there are some who cant continue in these courses for various reasons. During the last course we have lost 5 students due to circumstances out of our control. However, in saying this on September 20 this year we will watch the remaining 12 students graduate and move onto employment with either Rio Tinto or a company who are closely affiliated with Rio Tinto.

We will do this all over again in February of next year and hopefully have the same or a better outcome.



Training at AAC

A very important part of AAC's mission is to empower our clients through training. This training takes many shapes. From the on-going support from our mentors in community who provide life skills support and role modelling to formal qualifications delivered by RTOs and Pilbara Tafe. An important part of our work is to understand what our clients' goals are and assist them in acquiring the skills they need to become the people they want to be.

Art Classes at Good Binya



Welding course at Good Binya

Community members have been busy this year with various activities linked to community presentation and health. Community clean-up activities have been carried out on a regular basis. A short course on welding and small tools maintenance



was held in April and May 2013, and will help residents maintain small equipment. The participants to the welding course built a frame to hang kangaroos after shooting, as shown in the picture opposite.

Art & Craft at Jigalong



Welding course at Nullagine



Welding course Punmu



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)

Innawonga Banyjima Nyiyaparli (IBN)

ITEC

Pilbara CEO Forum

RIO TINTO

RIO TINTO Expansion Group

Shire of Ashburton

SODEXO

TAFE WA Pilbara

ESS COMPASS

EMU Services – Work Start Carnavon

Bridging the Gap (BTG)

Ngarliyarndu Bindirri Aboriginal Corporation (NBAC)

MORRIS Corporation

TAFESA

Corporate Culcha

COLES

BLOODWOODTREE

National Rangelands Management

Indigenous Lands Corporation

Hedland Personnel

Indigenous Community Volunteers (ICV)

Roebourne Regional Prison

Tom Price TAFE

University of Western Australia (UWA)

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