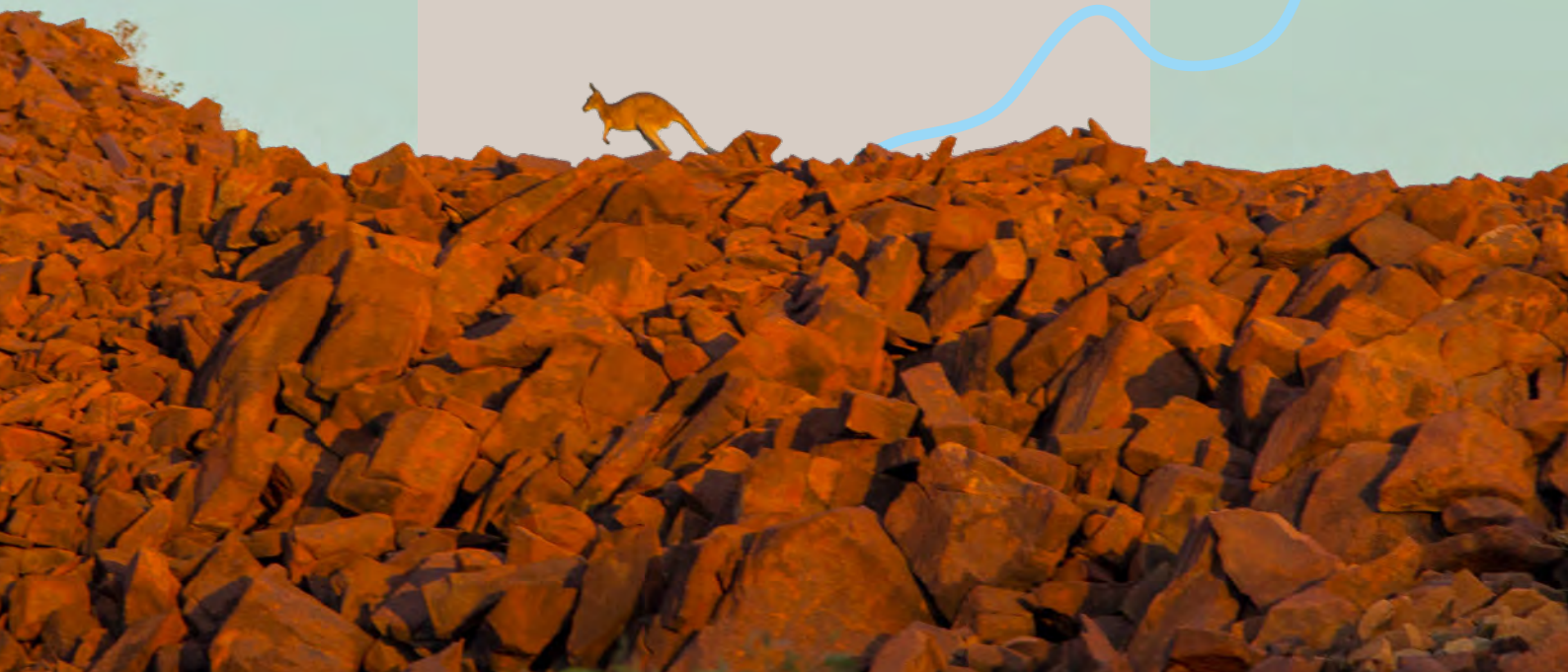




ANNUAL REPORT 2020/2021

NGAYINTHARRI
GUMAWARNI
NGURRANGGA

WE ALL COME
TOGETHER
FOR COUNTRY



Contents

Introduction & Overview	3
Representative Area Map	4
Chairperson & CEO Report	5
Organisational Chart	6
Board of Directors Report	7
Circle of Elders	8
Members	10
Strategic Plan	
Mission, Vision & Values	11
Strategic Objective 1:	
Manage our land and sea and keep our culture strong	12
World Heritage List Nomination Process	16
Strategic Objective 2:	
Deliver value to our members	18
Strategic Objective 3:	
Strengthen our foundations	20
Strategic Objective 4:	
Build our commercial footprint	22
Financial Report	
Income Statement Summary	24
Balance Sheet Summary	24
Programs Financial Summary	25
Abbreviations & Acronyms	26

Please be advised this publication may contain the names, images and words of deceased persons.

**MURUJUGA
ABORIGINAL
CORPORATION**
WOULD LIKE TO
ACKNOWLEDGE
THE PAST
AND PRESENT
TRADITIONAL
CUSTODIANS
OF MURUJUGA
COUNTRY.

Thank you to the
Murujuga Circle of Elders
for their knowledge,
guidance and support.

Murujuga Aboriginal Corporation

OFFICE 313 King Bay Rd, Dampier WA 6713

POSTAL PO Box 1544, Karratha WA 6714

+61 8 9144 4112 | admin@murujuga.org.au

murujuga.org.au  

Indigenous Corporation Number (ICN) 4629
ABN 51 627 395 274

Introduction & Overview

Established on 19 April 2006, Murujuga Aboriginal Corporation (MAC) is the body corporate for the Burrup and Maitland Industrial Estate Agreement (BMIEA).

Representing Murujuga's five custodial groups – *Ngarluma, Yindjibarndi, Yaburara, Mardudhunera, and Wong-Goo-Tt-Oo* – MAC acts on behalf of its 1,200+ members.

MAC brings together the five custodial groups, to speak with one voice and to work together to protect land and sea country, and to achieve positive economic outcomes for Murujuga members and its future generations.

The custodial groups are collectively known as **Ngarda Ngarli** and have been part of the cultural landscape for tens of thousands of years.

The BMIEA enabled the State Government to secure the future development of the Burrup Strategic Industrial Area (SIA) on Murujuga country. In return, the State transferred freehold title for the rest of Murujuga to the Ngarda Ngarli on the condition that it was leased back to the State and managed as national park land.

Murujuga National Park is the 100th national park in Western Australia and is the first national park in Western Australia to be co-managed, sharing the park responsibilities with the Department of Biodiversity, Conservation and Attractions (DBCA). Home to more than one million pieces of ancient rock art (known as petroglyphs), MAC is working in partnership with the State and Federal Governments, and other stakeholders, to achieve World Heritage Listing for Murujuga in recognition of its outstanding universal (Aboriginal cultural) values.

Murujuga is the Ngarluma-Yaburara language name meaning “hip bone sticking out” and refers to Murujuga land and sea country which consists of the Burrup Peninsula and Dampier Archipelago, in the Pilbara region of northern Western Australia.

MURUJUGA AT A GLANCE



**REG. UNDER THE
CATSI ACT**

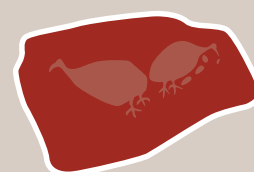
THE CORPORATIONS (ABORIGINAL &
TORRES STRAIT ISLANDER) ACT 2006



LOCATED IN THE
PILBARA
NORTHERN **WA**



NOT A PBC
(PRESCRIBED BODY CORPORATE)
& DOES NOT RECEIVE
ROYALTIES PAYMENTS



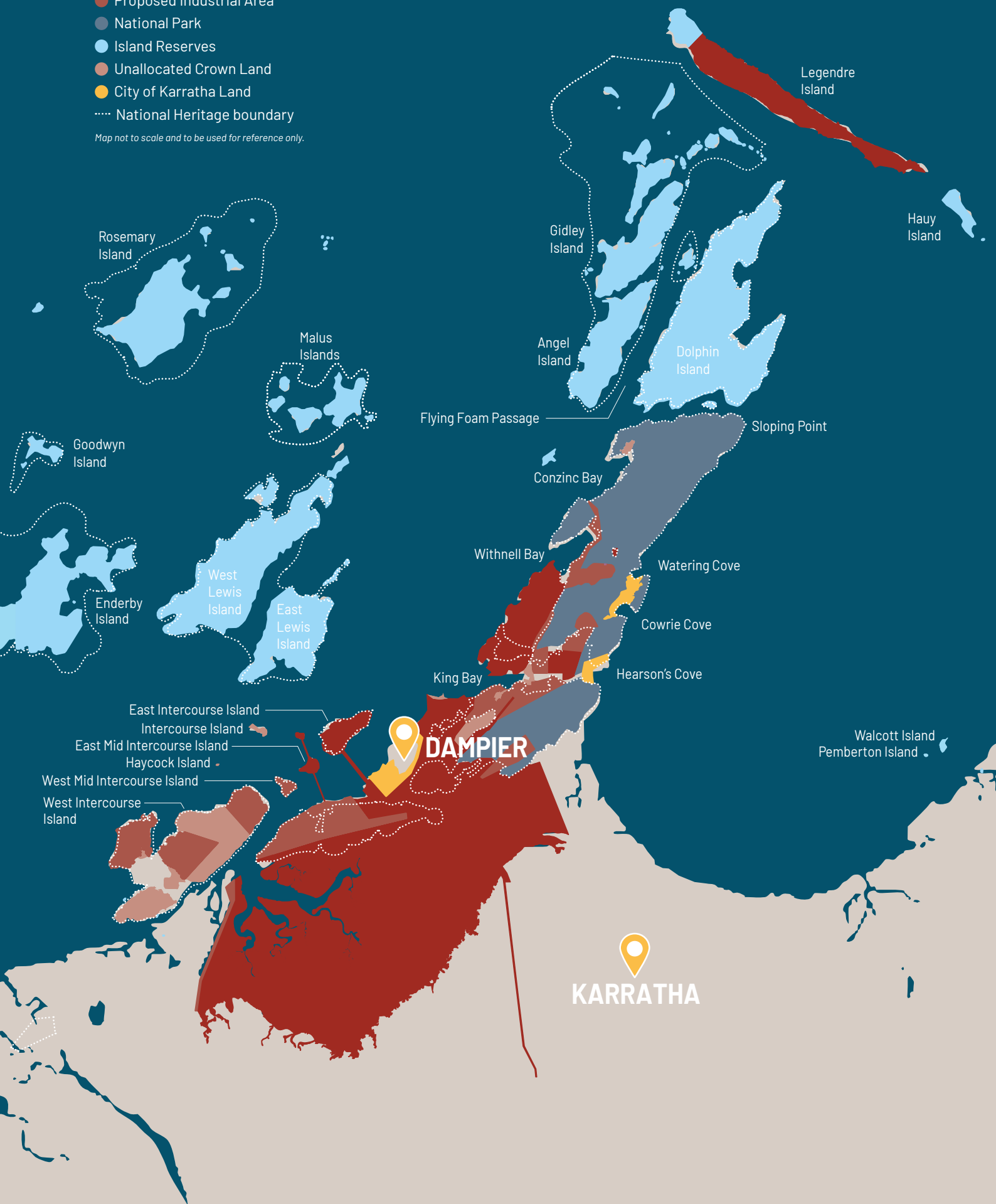
APPROVED BODY
CORPORATE FOR
BMIEA

THE BURRUP & MAITLAND
INDUSTRIAL ESTATE AGREEMENT

Representative Area Map

- Current Industrial Area
- Proposed Industrial Area
- National Park
- Island Reserves
- Unallocated Crown Land
- City of Karratha Land
- National Heritage boundary

Map not to scale and to be used for reference only.



Chairperson & CEO Report



Capability, Diversity & Future Planning

With growth and development comes change and adaptation. And this was certainly the case in the 2020/2021 Financial Year (FY).

MAC successfully underwent a comprehensive restructure across the entire business to improve the way we operate, becoming more efficient, and to best manage the growth we've been experiencing year on year.

With this we have congratulated a number of current staff stepping up into new roles, welcomed many new faces to the team, and continued to strategically plan MAC's bright future.

This has enabled MAC to build capacity, improve sustainability, and increase our capabilities across a range of member and commercial areas. By building the business and creating solid new pathways we're stepping closer to achieving our strategic goals.

As always, everything we do is a collaborative effort and working with the Board, the Circle of Elders, and our CEO, has been incredibly effective this year. Thanks must also be given to MAC staff and members for their contributions, and the trust they have in MAC to carefully make important decisions on their behalf that will ensure the continued protection of our land, heritage and culture whilst creating opportunity, growth and prosperity.

A stylized black ink signature of Vince Adams.

Vince Adams
Chairperson - Board of Directors
Murujuga Aboriginal Corporation



Advocacy & Engagement

As we dive deeper into the leadership role for driving change in order to best protect our land and heritage, it's important we recognise the efforts being made by many to achieve substantial outcomes for the greater good of our land, people and in effect Australia. Thank you - your efforts are seen, heard and fully appreciated.

Working in partnership with government bodies and stakeholders, MAC has been proactively engaging and educating not just those in direct contact with MAC, but also key decision makers across government and industry to ensure it is truly understood what we're fighting to protect and why.

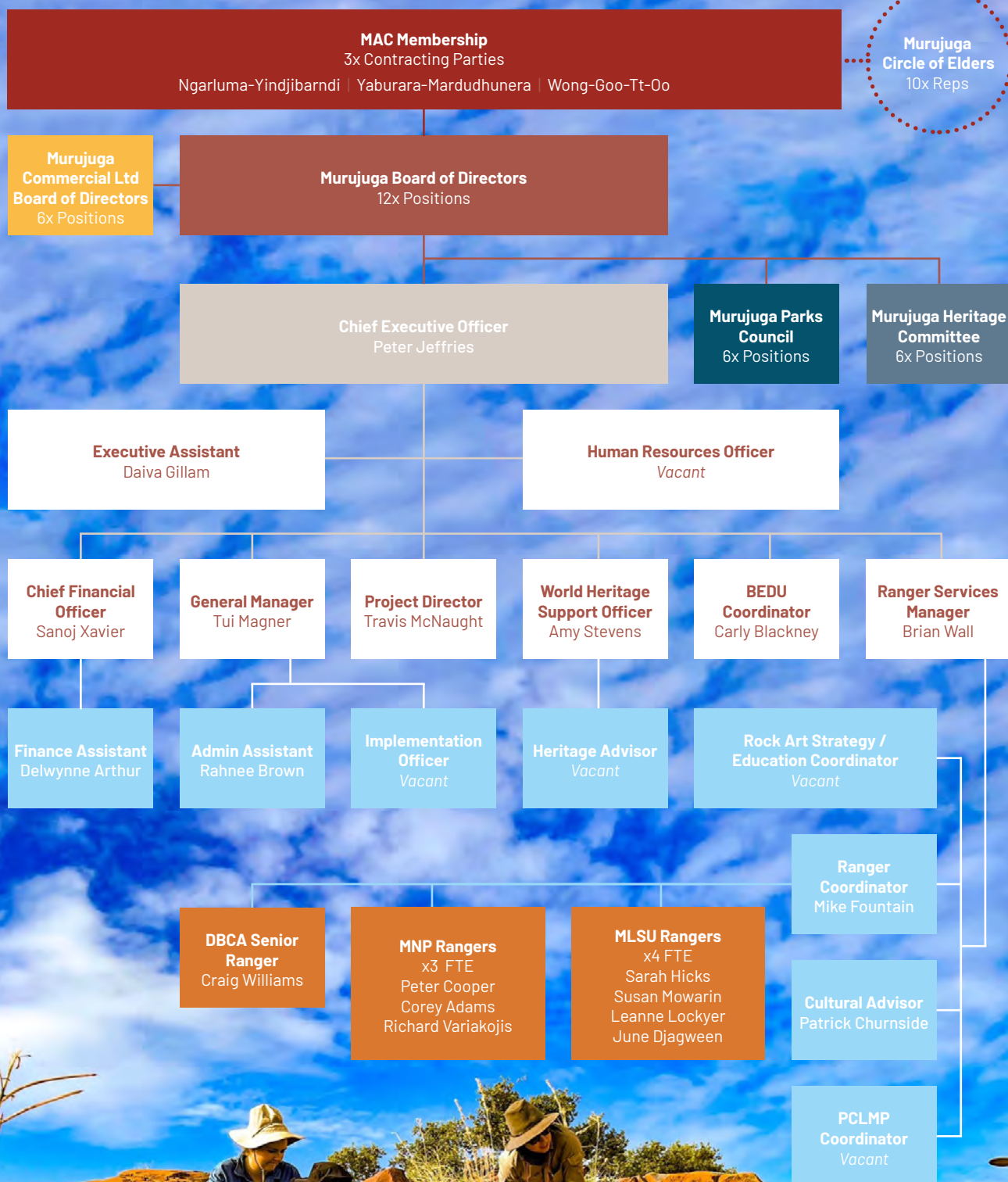
It's encouraging to see small steps forward and meaningful relationships being carefully built across our community, industries and many levels of government and corporate. We have a very long way to go, however MAC is continuing to propel forward and stand strong to be heard, and ensure we can effectively act to protect and preserve our sacred land and heritage.

Together we are achieving more than we anticipated, and with the guidance of our Circle of Elders and the Board, the transformation of MAC is taking shape as planned into a stable and strategic corporation that will speak clearly for our land and members - and for this I am proud.

A stylized black ink signature of Peter Jeffries.

Peter Jeffries
Chief Executive Officer
Murujuga Aboriginal Corporation

Organisational Chart



Board of Directors Report

Working in unity, the Board of Directors, have the significant responsibility of making high-level decisions on how MAC operates and on important matters regarding the protection and preservation of culture, heritage and land.

MAC is governed by a twelve-person Board of Directors who each serve a two-year term and are elected by MAC members at the Annual General Meeting (AGM). The CEO reports to the Board of Directors and seeks their advice and approval on important matters.

In the 20/21 FY the Board of Directors successfully guided the vision for the future of MAC, the strategy for achieving the vision, and helped ensure a clear strategic focus was maintained throughout all major decisions.

20/21 FY Key Achievements

Murujuga Commercial Limited (MCL)

Approved and delivered the MCL inception, constitution and recruitment requirements which will enable new and sustainable commercial ventures.

Australian Institute of Company Directors (AICD) Training

Completed professional development training delivered by Australian Institute of Company Directors (AICD) to strengthen the foundations of MAC and ensure the Corporation and its governance is robust and strong, and can provide the platform needed to successfully embrace opportunities.

BOARD OF DIRECTORS

Ngarluma-Yindjibarndi
Contracting Party

Yaburara-Mardudhunera
Contracting Party

Wong-Goo-Tt-Oo
Contracting Party

Belinda Churnside
Ngarluma

Janice Brettner
Yaburara

Brenda Baites
Wong-Goo-Tt-Oo

Nellie Connors
Ngarluma

Mary Cosmos
Yaburara

Joan Hicks
Wong-Goo-Tt-Oo

Jimmy Horace
Yindjibarndi

Joshua Wescombe
Mardudhunera

Peter Hicks
Wong-Goo-Tt-Oo

Vincent Adams - Chairperson
Yindjibarndi

Raelene Cooper
Mardudhunera

Trevena Hicks-Phillips
Wong-Goo-Tt-Oo

Subcommittees some of the Board of Directors are a part of:

Murujuga Parks Council (MPC)

Responsible for co-management of the Murujuga National Park which is comprised of representatives from MAC, DBCA and representative from Department of Planning, Lands & Heritage (DPLH). The MPC guides MAC and the DBCA in their management duties, roles, responsibilities and decision making over the Murujuga National Park.

Murujuga Heritage Committee

Responsible for overseeing the progress of the World Heritage List nomination and facilitating further engagement opportunities with members and other stakeholders.

Circle of Elders

The Murujuga Circle of Elders (CoE) are the recognised cultural knowledge holders who represent Murujuga's five custodial groups, and speak together with one voice to provide guidance, governance and advice on culture, heritage, and land matters.

THE CoE IS
PIVOTAL TO ALL
MAJOR DECISIONS
BY PROVIDING
INVALUABLE
CULTURAL
KNOWLEDGE TO
MAC AND OUR
RANGERS.



Meetings & Guidance

At all CoE meetings this year, representation from all five traditional Aboriginal language groups were present.

Collectively the CoE provided invaluable knowledge, feedback and made decisions on a number of important cultural and heritage matters over the year including;

Assisting with the Ngajarli Rock Art Viewing Boardwalk and Trail opening.

Identification of rock art, and approvals for rock art monitoring programs.

Input and approval on three new cultural awareness presentations.

Review of the Murujuga National Park Ranger Program and master plan.

Authorising the Big Hart animation for WA Museum Boola Bardip.

Approving new cultural protocols for the Friends of Australian Rock Art (FARA) Annual Rock Art Tour and other tours.

Approval of modified Acknowledgement to Country.

Support of Junior Ranger Program.

Review and monitoring of rock art site approvals.

Assisting of cultural advice on Hearson Cove Road alignment for the Perdaman project.

Approval of MAC Ethnobotanical book; *Living Knowledge: The Plants of Murujuga*.

Provided cultural guidance and appropriate location protocols for films.

Additional key achievements include but are not limited to:



MAC CoE visit to Dampier Salt Limited.

Dampier Salt Limited Heritage Sites

The CoE visited Dampier Salt Limited (DSL) to reconnect with rock art along the valley. This is the first time MAC elders had visited an industrial operation, representing an important step towards the sharing of highly significant heritage sites, and removing barriers that will enable access and the sharing of country and culture.

Federal Government Recognition

The Hon. Prime Minister Scott Morrison MP met some of the CoE in April 2021 while viewing Yara Pilbara's future Renewable Hydrogen project site.

The Renewable Hydrogen project between Yara Pilbara and global energy company ENGIE was successful in receiving \$995,000 funding from Australian Renewable Energy Agency (ARENA) to conduct feasibility studies around the design of a green hydrogen plant.

Connecting with Industry

Former Woodside CEO Peter Coleman visited Murujuga offices in September 2020 to meet and spend some time with the CoE.

Through MAC's collaboration with Woodside and other large corporate organisations, it continues to help ensure Aboriginal culture and heritage is better understood and high on the agenda amongst industry.



MEMBERSHIP SNAPSHOT

Members

One of MAC's strategic goals is to support its members by utilising available resources to create new opportunities that will improve the economic, financial and overall wellness of its members.

MAC membership is open to anyone who is a descendant from one or more of MAC's traditional Aboriginal custodial groups; Ngarluma, Yindjibarndi, Yaburara, Mardudhunera and Wong-Goo-Tt-Oo and over the age of 18.

MAC's mission is to preserve and protect its land, heritage and culture whilst transforming the lives of its community.

All resources and funding to assist members comes from projects and negotiated opportunity agreements as well as the sustainable revenue MAC creates. MAC is not a Prescribed Body Corporate (PBC) and does not receive royalties which is why all MAC revenue generated is so important.

MAC gives its members a strong collective voice on important heritage, culture and land decisions. MAC also supports its members with a range of benefits and assistance to provide limited economic, financial and wellness support including important health and emergency assistance, supplements, employment and business development opportunities, and access to important news and communications.

PICTURED ABOVE: Members at Ngajarli Opening (left to right) CoE Tim Douglas, MLSU Ranger Sarah Hicks and Murujuga Board member Trevena Hicks-Phillips.

1,034

MEMBERS BASED IN
**WESTERN
AUSTRALIA**



1,211

MEMBERS ACROSS
AUSTRALIA

AGED 18-92
BETWEEN

Strategic Plan – Mission, Vision & Values

Speaking as one voice, MAC continues to work together with members in achieving positive cultural and economic outcomes for the Murujuga community and its future generations.

MAC brings together five traditional Aboriginal language groups (comprising the Ngarluma, the Yaburara, the Yindjibarndi, Mardudhunera and the Wong-Goo-Tt-Oo), and in doing so presents a united community.

Our Mission Statement

OUR MISSION IS
TO PRESERVE AND
PROTECT OUR LAND,
HERITAGE AND
CULTURE WHILE
TRANSFORMING
THE LIVES OF
OUR COMMUNITY.

Our Vision

Standing together on our land, be known as the cultural and management authority of our country, as leaders in our fields of endeavour, and as creators of opportunity for our community.

Our Values

Our values reflect our commitment to strengthening our culture, uniting our people and respecting the community in which we continue to represent.

Culture

Our culture, our cultural strength and our cultural values are the foundation of all we do and all we seek to achieve. Our decisions and our actions will always be guided by our culture.

Unity

Our traditional Ngarda Ngarli, our organisation, and our Board work in unity to serve the interests of our country, our culture and our people.

Respect

We respect our Elders, each other, our organisation, our members and our stakeholders. We act in a manner that demonstrates this and we expect this of others in their dealings with us.

Initiative

We follow through with an action or task with an aim to exceed expectations. We innovate and we take the next step without needing to be prompted.

Accountability & Transparency

We take responsibility for our actions, we act with integrity, we do what we say we will do, we are open and honest and we deliver the results we promise.

Strategic Objective 1:

Manage our land and sea and keep our culture strong

As the cultural authority, preserve, protect and share our country for future generations.

MAC has significantly contributed to the sharing, protecting and preserving of Aboriginal culture and heritage through a number of important achievements and notable highlights over the past financial year. This includes but is not limited to:

Murujuga Heritage Grant

Successfully receiving national funding as part of the Australian Heritage Grants program to improve recognition, conservation, preservation and access to heritage values of National Heritage listed places. Funding was used to progress Murujuga National Park's nomination for World Heritage List.



World Heritage Committee meeting on 15 June 2021.

World Heritage List

MAC has continued to work in partnership with the WA State and Federal Government, and in collaboration with stakeholders including Woodside Energy and Rio Tinto Iron Ore, to prepare Murujuga's World Heritage List Nomination in recognition of its outstanding universal (Aboriginal cultural) value.

Last year World Heritage Tentative List was achieved. This year the nomination dossier was prepared and is nearing completion, with the addition of Criteria V (five) - to be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change.

Refer to pages 16 - 17 for World Heritage List Indicative Timeline.

Murujuga Cultural Advisory & Training

MAC is continuing to expand its cultural awareness programs, enhancing its knowledge base and engaging with the public to help generate a better understanding of why Murujuga heritage and culture is important.

Cultural education presentations to schools and community groups, and cultural awareness training and inductions to local industry and stakeholders has helped achieve this last financial year's objectives with 128 cultural inductions completed.



Rock Art Tour.

Murujuga Rock Art Tours

Rock Art Tours recommenced in September 2020 to provide the general public with an authentic and knowledgeable Murujuga rock art viewing experience.

Over the past nine months, the Rock Art Tour has attracted more than 850 general and corporate visitors, and the Cultural Awareness Tours have been attended by 467 visitors.

Aboriginal Cultural Heritage Bill

MAC made a strong submission in response to the draft Aboriginal Heritage Cultural Bill 2020 voicing great concerns regarding the proposed changes, their implementation across WA and potential resourcing issues to uphold the bill.

The Bill is intended to replace the outdated Aboriginal Heritage Act of 1972 and establish a modern approach to protecting Aboriginal cultural heritage in Western Australia, however MAC believes the draft Bill does not achieve this and requires further review and consultation.



CoE Tootsie Daniels with MAC representatives at the WA Museum Boola Bardip.

Western Australian Museum Exhibition

MAC partnered with the Western Australian Museum Boola Bardip to include breathtaking panoramic scans of Murujuga Land and Sea country at the Aboriginal exhibition.

MAC continues to work with the Boola Bardip Museum to educate the public about the richness of First Nations' culture and heritage.

Murujuga Ranger Growth

MAC employed six new rangers and restructured the Ranger team to focus on specialist areas including Tourism Rangers, Sea Rangers and Conservation Land Management Rangers.

MAC members from the Murujuga Ranger program travelled to the Kimberley and met with other ranger groups, the Nyul Nyul mob, Kimberley Land Council (KLC), Nyamba Buru Yawuru and Karajarri, to share operating information and discuss the structures, successes and barriers in administering successful ranger programs.



Murujuga Rock Art Monitoring Program in action.

Murujuga Rock Art Strategy & Monitoring Program

MAC partnered with the Department of Water and Environmental Regulation (DWER) to deliver a world-leading approach to monitoring, analysis and managing Murujuga ancient rock art.

Calibre Ventures Pty Ltd was appointed to manage the Murujuga Rock Art Monitoring Program in consultation with national and international subject matter experts, MAC, DWER and the Murujuga Rock Art Stakeholder Reference Group.

Conceptual models have been developed to outline current understandings of the Murujuga Rock Art system, inform monitoring studies, and inform the development of the Environmental Quality Management Framework. The scientific monitoring and analysis program will evaluate and report on changes and trends in the condition of the rock art and whether the rock art is showing signs of accelerated change.



MAC MLSU and National Park Rangers.

Murujuga Ranger Training & Programs

Training and education sessions were regularly attended by MAC Rangers to improve skills and on country techniques, build capacity and gain experience.

This includes the completion of first aid training, participating in the ICARE roadside project with the Pilbara Ports Authority (PPA), education in turtle monitoring and snake handling, quad bike and skipper ticket training, learning about deep diving, bushfire awareness and more. Rangers also commenced a Certificate III in Conservation and Land Management training.

To help protect country, oil spill responses were practiced with Australian Marine Services (AMS), PPA and Rio Tinto. The local islands on the Dampier Archipelago were regularly patrolled in partnership with Department of Primary Industries and Regional Development (DPIRD), and Rangers provided assistance with aquaculture research to identify baby crayfish growth numbers to help track program success.

Rock Art Research Partnership

A partnership between MAC, University of Western Australia (Centre for Rock Art Research and Management), University of Melbourne, University of Wollongong, Rio Tinto and Woodside was established to understand and learn more about the age of rock art and stone features of Murujuga.

Led by renowned archaeologists using the latest scientific technology, the partnership will continue to deliver outcomes for research into Murujuga into future years.

New Ranger Office Planned

Included in the Murujuga Tourism Program, a new MAC Rangers Office is planned as part of the National Parks redevelopment to help ensure the expected increase in visitation to the park can be appropriately managed and culture, land and heritage continue to be protected.



Ngajarli Rock Art Viewing Boardwalk.

Ngajarli Rock Art Viewing Boardwalk Opens

On 26 August 2020, CoE Mr Lawrence Kerr on behalf of all the CoE welcomed Minister Stephen Dawson to officially open the Ngajarli Art Viewing Platform and Trail.

Managed by the Department of Biodiversity, Conservation and Attractions (DBCA), with guidance and advice from the Murujuga Park Council and the CoE, the new \$1.3million trail is the first recreation site developed within Murujuga National Park. The 700-metre-long trail includes a viewing platform with the best locations to safely view Aboriginal rock art from 45,000 years ago without damaging sacred rock art. MAC has since recommenced rock art tours on the site.



Conzinc Bay.

Murujuga Living Knowledge Centre

The Tourism Precinct Project is being led by MAC and will involve the planning, design, and construction of a Living Knowledge Centre, accommodation and services at the proposed Conzinc Bay site.

The Living Knowledge Centre will be an iconic building and the hub of the facility, and will contain space for interpretive content, a gallery, reception, office, a commercial kitchen and café.



Views of Murujuga country.

Archipelago Mapping Project Plan

In January 2021, MAC received funding as part of the Connecting to Country grants program administered on behalf of the State Government. This grant will fund the Archipelago Mapping Project Plan which will utilise aerial and terrestrial LiDAR scanning to record detailed landscape, landform and rock art of the outer archipelago islands. The project will serve the purpose of creating a rendered, 3D virtual image of the rock art and its context. This advance in technology will allow MAC to view the islands like never before.



Welcome to Country performed on Murujuga Country.



The Hon. Prime Minister Scott Morrison MP with MAC employees at Yara Pilbara's Future Renewable Hydrogen.

Yara Pilbara's Future Renewable Hydrogen

MAC worked collaboratively with Yara Pilbara to help plan the new YURI Green Ammonia Project on Murujuga's Burrup Peninsula.

The YURI Green Ammonia Project utilises solar energy to produce renewable hydrogen, which is used to produce green ammonia for export to global markets. The project is partly funded by the State Government.

World Heritage Nomination Process



WORLD HERITAGE INDICATIVE TIMELINE

2021

Drafting of nomination continues.

Drafting is completed and nomination is collated.

Proposed final boundary is determined.

Regular meetings of the Interagency Taskforce and Heritage Committee continue.

Stakeholder engagement continues in accordance with the Communication and Engagement Plan.

Final peer review and edit.

Proposed final draft reviewed by Interagency Taskforce Heritage Committee and Australian Government.

2022

Nomination graphically designed.

Graphically designed nomination submitted to Interagency Taskforce and Heritage Committee for approval.

Nomination submitted to MAC Board for approval.

Nomination submitted to State Government for approval.

Approved nomination transmitted to Australian Government for final consideration.

Heritage Committee and Interagency Taskforce conclude.

Stakeholder engagement as required.



2023	2024
Australian Government submits nomination dossier to UNESCO.	ICOMOS deadline to request additional information from Australian Government.
UNESCO World Heritage Centre completion check.	Australian Government provides additional information to ICOMOS in liaison with MAC and State Government.
Nomination referred to UNESCO advisory board for evaluation (ICOMOS).	ICOMOS delivers evaluation and recommendation to Australian Government and World Heritage Committee.
ICOMOS desktop review and site visit.	Australian Government provides correction on any factual errors.
ICOMOS requests additional information from Australian Government (if required).	World Heritage Committee makes determination to inscribe, defer or refer nomination.
Australian Government liaises with State Government and MAC to address ICOMOS requirements.	

Strategic Objective 2:

Deliver value to our members

Support our members and community and provide opportunities for their growth, wellbeing and prosperity.

A host of benefits and support was provided to MAC's valued members over the past financial year to promote growth, wellbeing and prosperity. These key achievements included but are not limited to:

Business and Employment Development Unit Launched

The Business and Employment Development Unit (BEDU) was established to provide business and employment benefits to members.

Since its launch, a Business and Employment Liaison Officer was appointed, and has been creating employment pathways, fostering business opportunities and linking members to financial management, governance services, training, and educational workshops.

The BEDU business register now has 55 members, eight new industry partnerships to support members, five training and education opportunities for members, and has developed a new BEDU newsletter. In addition, the BEDU has a resource bank of 26 services and various community contracts for employment opportunities.



Murujuga Expo attendees.

Inaugural Murujuga Expo

Held at Roebourne North Regional TAFE in July 2020, the expo was held to facilitate MAC members and the local community engaging with local businesses, find business and employment opportunities and share information. Approximately 50 MAC members attended the expo.

MAC Membership Rule Book Changes

Changes were made to the rulebook in February 2021 after the 2020 AGM membership vote to implement staggered terms of appointment for directors, circular directions to be allowed by directors and the clarification of the appointment of replacement directors outlined.



Dreamtime AFL Competition.

Dreamtime AFL Competition

Four MAC members attended the AFL's June Dreamtime Match between Essendon and Richmond at Optus Stadium after winning tickets in a hotly contested competition made possible by Rio Tinto, who donated tickets, flights and accommodation.

COVID-19 Grocery Cards

Members received a \$370 grocery card supplement to support members through the challenging pandemic that has extended into 2021 to ensure access to important health, living and hygiene essentials. A total of 670 members accessed the grocery card supplement program, resulting in a total of \$247,900 project expenditure up to 30 June 2021.

Digital Engagement Growth



Growth of MAC's digital platforms are at an all-time high, with 17% growth on its Facebook, 1,421 unique page views on LinkedIn and a record 999 contacts split between members and stakeholders across its email database. MAC has 865 BEDU member contacts.

These channels provide MAC the platform to provide members and stakeholders with important news, updates and announcements.



Some of the MAC members conducting heritage and land surveys.

Members Conducting Heritage & Land Monitoring Surveys

Heritage and land monitoring surveys on behalf of industry representatives continued to increase employment opportunities for members on country.

Approximately 40 members participated in various heritage and land monitoring surveys resulting in \$213,702 survey wages and super paid to MAC members.



Woodside Sponsorship Agreement.

Woodside Energy Ltd Sponsorship Agreement

A three-year agreement with Woodside Energy Ltd was announced in June which provided funding for MAC to progress the World Heritage Listing of Murujuga National Park.

Woodside's support of MAC's World Heritage list aspirations for Murujuga National Park is part of an important agreement signed between MAC and Woodside in 2019 that includes specific funding for the protection, preservation and management of Murujuga and recognises the important role that MAC has in protecting Murujuga land and sea country.

Pilbara Community Services Excellence Awards

In April 2021, MAC was selected as a recipient of the Partnership Award at the Pilbara Community Services Excellence Awards. MAC was recognised for its commitment to providing the most vulnerable with food supplies and assistance as part of the Food Safety & Health Homes Initiative (FSHHI).

Through this initiative meaningful partnerships were established and strengthened, with MAC and partners reaching an estimated 5,000+ community members that were experiencing food shortages during the 2020 COVID-19 peak.

Emergency Medical Support

MAC maintained its emergency medical assistance policy and processed member applications for assistance on a need by basis.

A total of \$23,806 was spent assisting member's with urgent medical support needs, in what has been a critical service this FY.

Strategic Objective 3: Strengthen our foundations

Ensure our Corporation, governance, and our agreement administration are robust and strong to provide the platform we need to embrace opportunity.

The past 12 months has signified a dramatic change for MAC's administration and governance to ensure the corporation is robust and provides the platform needed to embrace opportunities that arise. This includes the below key achievements:



Kevin Michael MLA, Member for Pilbara Senator Dawson, MAC Chairperson Vince Adams at the Ngajarli opening.

New Chairperson Appointed

In August 2020, MAC welcomed a new chairperson, Vince Adams. A representative of the Yindjibarndi custodial group, Vince has been a member of the MAC board since November 2019. Previously, Vince held various Chairperson responsibilities on other Boards and has worked on Native Title and the local mining industry.

Under Vince's leadership, MAC has been able to make some significant changes to increase its efficiencies and adopt new structures.

New Document Management System

The first phase of a new MAC management system was implemented across the organisation with a cloud-based electronic document management system.

This phase included an upgrade in software and systems to bring the organisation in line with modern functionality.

Organisational Restructure

MAC has established a new organisational structure as it continues to grow and take on new roles for its member base, community and help ensure efficient and effective management in general, and continue the important role of preserving and protecting Murujuga. Changes were also implemented to assist and support the Executive team.

The new structure was implemented in April and has already shown significant benefits as the organisation strives to achieve its strategic objectives. MAC saw a 77 per cent increase in staff members with the addition of 10 new employees.

Technology Upgrades

Secure iPads were provided to all Board members to encourage paperless meetings and to improve efficiency, governance, security and secure management of confidential information.

MAC has moved to the Microsoft Office 365 platform in support of its commitment to ensuring best practice, efficiency and productivity for all staff.

Keynote Presentations

MAC has worked to share its knowledge about country and heritage across Australia, with CEO Peter Jeffries and Chairperson Vince Adams participating in a number of key panel and presentations including a TEDx interview panel about 'The Value of Heritage' and the 2020 Future Forum regarding 'Managing Murujuga for the Future'.

Leadership Development

MAC Board of Directors and Management staff completed AICD training for professional development to improve their directorship skills.

MAC provided support and scholarships to several members attending via an Expressions of Interest (EOI) process that was facilitated by the BEDU.

The course taught attendees how to identify the duties and responsibilities of a director, outline governance and board meeting processes, outline a director's role in evaluating financial statements, how to recognise links between corporate strategy and financial performance, and clarified a director's role in formulating and monitoring strategy, and identifying and assessing risk.

A leadership development program plan has also commenced organisation wide.



CEO Peter Jeffries.

Leadership Recognition

MAC Chief Executive Officer (CEO) Peter Jeffries was recognised as a shortlisted nominee in the 2021 Impact 25 Awards.

In total, 150 nominees were shortlisted by Pro Bono Australia based on who they believe accurately represented the spirit of the awards and how each individual's work in the sector delivered change within the community.

Peter's strategic vision and leadership has been integral to MAC's progress to date and the strengthening of the Corporation's voice as MAC works together to achieve positive economic outcomes for the Murujuga community and its future generations, whilst preserving and protecting the land, heritage and culture.



Senator Sue Lines boarded the Murujuga Land & Sea Unit patrol boat 'Topaz' for the first sea patrol of the season.



Senator Patrick Dodson with MAC CEO Peter Jeffries and MAC employees.

Cultural Awareness

MAC has been working to become a cultural authority and leader across country. Over the past 12 months MAC was pleased to welcome a range of integral stakeholders to witness the significance of Murujuga country and its heritage including Hon. Prime Minister Scott Morrison MP; Opposition Leader Hon Anthony Albanese MP; Senator Sue Lines; Minister for Aboriginal Affairs, Stephen Dawson MLC; US Consul General Gainer; Philippines Consular General; Kevin Michel MLA; Rio Tinto Chief Executive - Iron Ore, Simon Trott; Woodside Energy CEO, Peter Coleman; Hon. Benjamin Wyatt MLA; Hon. Alannah MacTiernan MLC and Senator Patrick Dodson.

Organisational Culture

MAC has introduced a Staff and Employee Benefits scheme that recognises and remunerates MAC employees positive workplace performances to help motivate, engage, and encourage staff to effectively carry out their responsibilities to the best of their abilities, in turn assisting MAC to help achieve its business objectives.

Strategic Objective 4:

Build our commercial footprint

Create long term financial sustainability for the organisation to maximise value for our members today and tomorrow.

MAC has continued to build long term financial sustainability over the past 12 months, through the a new commercial unit, a proposed Tourism precinct and the creation of employment opportunities and sustainable revenue streams. More detail on how these commercial footprints maximised value for our members are included below:



Murujuga Commercial Limited.

Murujuga Commercial Limited

In February 2020, MAC announced the appointment of Murujuga Commercial Limited (MCL) Board of Directors, the economic entity of MAC. Its mission is to enable economic self-determination for the Murujuga community through innovative and competitive commercial activities.

Following a detailed selection process, three new business professionals were appointed as official independent board members: Stephen Lennon, Lachlan Haughey and Derek Albert. They join MAC relevant community member Jahna Cedar and MAC Directors Nellie Connors and Trevena Hicks-Phillips. The MCL Board of Directors are expert directors and were all selected to the MCL Board on this basis.

The first MCL Board meeting was held on country in March 2021. Over the next FY, MCL will focus on creating a sustainable revenue stream to ensure social and economic independence for current and future Murujuga members, a commercial and cultural profile within the region to feed employment and training opportunities, and identifying sector specific opportunities within the region, either on a standalone or joint venture basis.

Murujuga Future Fund

The MAC Board finalised and approved the Murujuga Future Fund Trust Deed, otherwise known as the Murujuga Wealth Creation Trust. Over the next FY the MAC Board and management team will work with key stakeholders to contribute to the Trust



Maxima Pearling, MAC and dignitaries investigating Black Lip Rock Oysters.

Tropical Black Lip Rock Oysters trial at West Lewis

MAC with Maxima Pearling Company transferred 30,000 Tropical Black Lip Oyster spat (juvenile oysters) from Perth to new trial sites on Murujuga sea country at West Lewis.

The ongoing project aims to investigate optimal methods to grow the oysters and build on the knowledge gained from the original research and trial at Flying Foam Passage.



Scenes from the KDCCI Business After Hours event.

Karratha & Districts Chamber of Commerce & Industry (KDCCI) - Business After Hours

MAC partnered with KDCCI, Yara, Pilbara Regiment and KBSS Engineering to co-host a successful Business After Hours event where more than 220 local businesses attended.

It was an opportunity to network and discuss future business opportunities and hear from MAC CEO Peter Jeffries and Project Director Travis McNaught on current project and initiatives.



Visitors enjoying the Bird Watching tour at Murujuga National Park.

Key Partnership Provides Bird Watching Event

In partnership with the DBCA, Woodside Energy, Yara Pilbara and PPA, MAC co-hosted a free community bird event on Saturday 31 October.

More than 40 participants took part in three tours around Hearson Cove: two focused on bird watching with guides from the Broome Bird Observatory, and one focused on a mini-30-minute guided tour at Ngajarli.

Murujuga Tourism Program

MAC has continued to progress and work with project partners on the three key projects that form the Murujuga Tourism Program.

The Tourism Precinct is currently undergoing master planning and concept design with the detailed business case expected to be completed by early next year.

Funding for the National Park Access Road and Day-use Areas has been secured and concept design is underway. Subject to all approvals being in place, it is hoped that construction of the road will start mid-2022.

The Recreational Masterplan is the guide to any future development within the National Park is continuing to progress and will be finalised early next year.

Financial Report

This summary was extracted from the audited 30 June 2021 Financial Report.

INCOME STATEMENT SUMMARY			
	2021 \$	2020 \$	NOTES
Total income for the year	8,109,424	7,430,533	1
Total expenses for the year	6,349,894	5,003,663	
Surplus for the Year	1,759,529	2,426,870	

NOTES 1. MAC is not a PBC and as such the Corporation does not receive any income from Mining or ILUA agreements. Instead MAC relies on income from the BMIEA agreement, rental income from investment properties and various projects like the Murujuga Tourism Program, Ranger Program, World Heritage Nomination Process, Business Development and Employment Unit, and Heritage Surveys/Monitoring activities to fund its operations.

BALANCE SHEET SUMMARY			
Assets	2021 \$	2020 \$	NOTES
Cash and cash equivalents	15,314,477	15,478,372	1
Receivables and other current assets	735,330	701,415	
Investment property	13,805,000	12,740,000	2
Property, plant and equipment	262,720	302,482	
Right-of-use assets	190,827	253,136	
Total Assets	30,308,354	29,475,405	
Liabilities	2021 \$	2020 \$	NOTES
Trade and other payables	524,974	472,392	
Provisions	106,464	58,659	
Lease Liabilities	193,025	251,617	
Revenue received in advance	12,134,767	12,971,593	1
Borrowings	4,506,236	4,637,787	2
Total Liabilities	17,465,466	18,392,048	
Net Assets	12,842,888	11,083,358	

NOTES 1. The \$15 million cash and cash equivalents balance include \$12 million that relates to revenue received in advance and as such is reserved for specific future projects – the most significant one being the Living Knowledge Centre. **2.** Investment properties consist of vacant land and residential properties that are leased to the Government Regional Officer Housing (GROH) agency. At 30 June 2021, the GROH properties have a fair value of approximately \$7.4 million and are held as security for MAC's borrowings.

PROGRAMS FINANCIAL SUMMARY

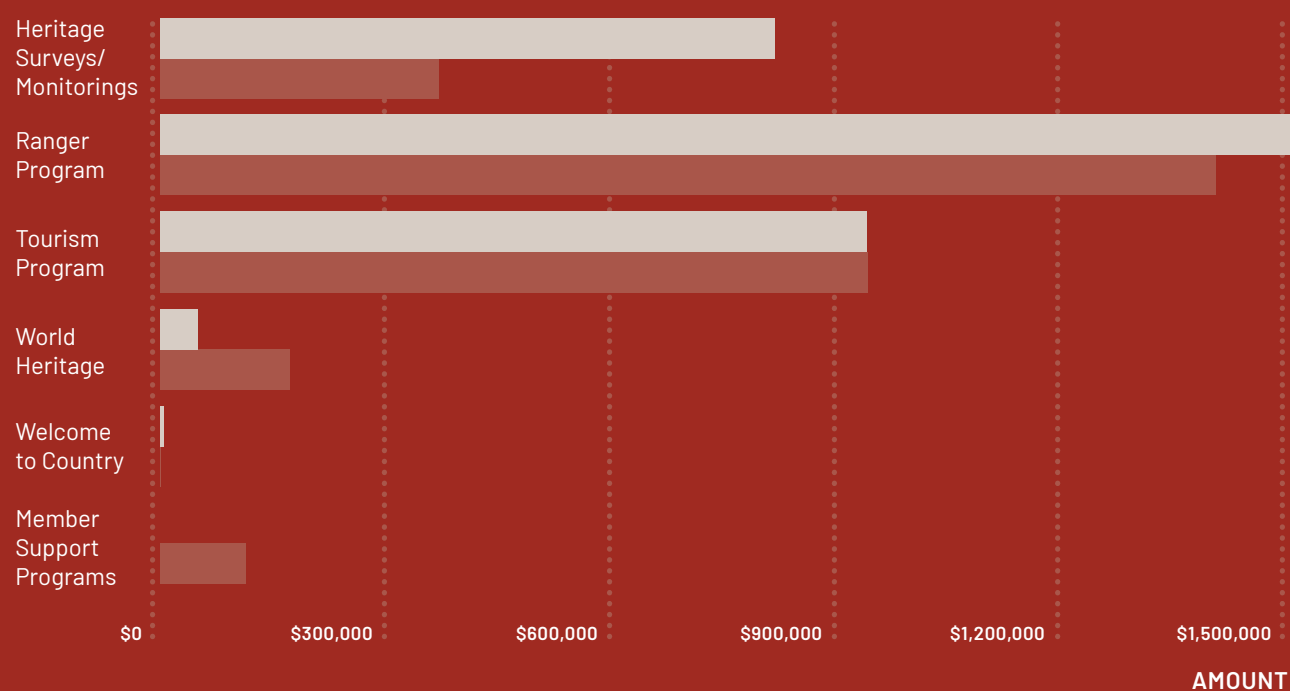
	Income \$	Expenses \$	Surplus/(Deficit) \$	NOTES
Heritage Surveys/Monitorings	824,330	372,722	451,609	1
Ranger Program	1,527,297	1,414,368	112,930	2
Tourism Program	947,526	948,725	(1,199)	3
World Heritage	50,316	173,230	(122,914)	
Welcome to Country	4,958	1,095	3,863	
Member Support Programs	-	115,042	(115,042)	4
	3,469,470	3,025,181	444,289	

NOTES **1.** Heritage surveys/monitoring includes surveys conducted in relation to the Murujuga Tourism Program. **2.** The Ranger Program is funded through sponsorship agreements, government grants and the Rock Art Tours. **3.** The Tourism Program is funded through government grants and the BMIEA agreement income. **4.** The Member Support Program consisted mainly out of emergency medical expenditure and once-off grocery card supplements to MAC members.

PROGRAMS INCOME & EXPENSE

● Income
● Expense

PROJECTS



Abbreviations & Acronyms

Aboriginal Heritage Act

AFL	Australian Football League
AGM	Annual General Meeting
AICD	Australian Institute of Company Directors
ARENA	Australian Renewable Energy Agency
AMS	Australian Marine Services
BEDU	Business and Employment Development Unit
BMIEA	Burrup and Maitland Industrial Estate Agreement
CATSI ACT	The Corporations (Aboriginal & Torres Strait Islander) Act 2006
CEO	Chief Executive Officer
CoE	Circle of Elders
Covid-19	Coronavirus
DBCA	Department of Biodiversity, Conservation and Attractions
DPIRD	Department of Primary Industries and Regional Development
DPLH	Department of Planning, Lands & Heritage
DSL	Dampier Salt Limited
DWER	Department of Water and Environmental Regulation
EOI	Expressions of Interest
FARA	Friends of Australian Rock Art
FSHHI	Food Safety & Health Homes Initiative
FY	Financial Year
FY21	Financial Year 2021 (1 July 2020 to 30 June 2021)
GROH	Government Regional Officer Housing
ICOMOS	International Council of Monuments and Sites
ILUA	Indigenous Land Use Agreements
KDCCI	Karratha and Districts Chamber of Commerce and Industry
KLC	Kimberley Land Council
MAC	Murujuga Aboriginal Corporation
MCL	Murujuga Commercial Limited
MLA	Member of Legislative Assembly
MLC	Member of Legislative Council
MLKC	Murujuga Living Knowledge Centre
MLSU	Murujuga Land and Sea Unit
MPC	Murujuga Park Council
MNP	Murujuga National Park
MP	Member of Parliament
NFP	Not-for-profit
ORIC	Office of the Registrar of Indigenous Corporations
PBC	Prescribed Body Corporate
PPA	Pilbara Ports Authority
SIA	Strategic Industrial Area
UNESCO	United Nations Educational, Scientific and Cultural Organisation
US	United States
WHL	World Heritage Listing



NGAYINTHARRI
GUMAWARNI
NGURRANGGA

WE ALL COME
TOGETHER
FOR COUNTRY

Murujuga Aboriginal Corporation

OFFICE 313 King Bay Rd, Dampier WA 6713

POSTAL PO Box 1544, Karratha WA 6714

+61 8 9144 4112 | admin@murujuga.org.au

murujuga.org.au  

Indigenous Corporation Number (ICN) 4629
ABN 51 627 395 274

