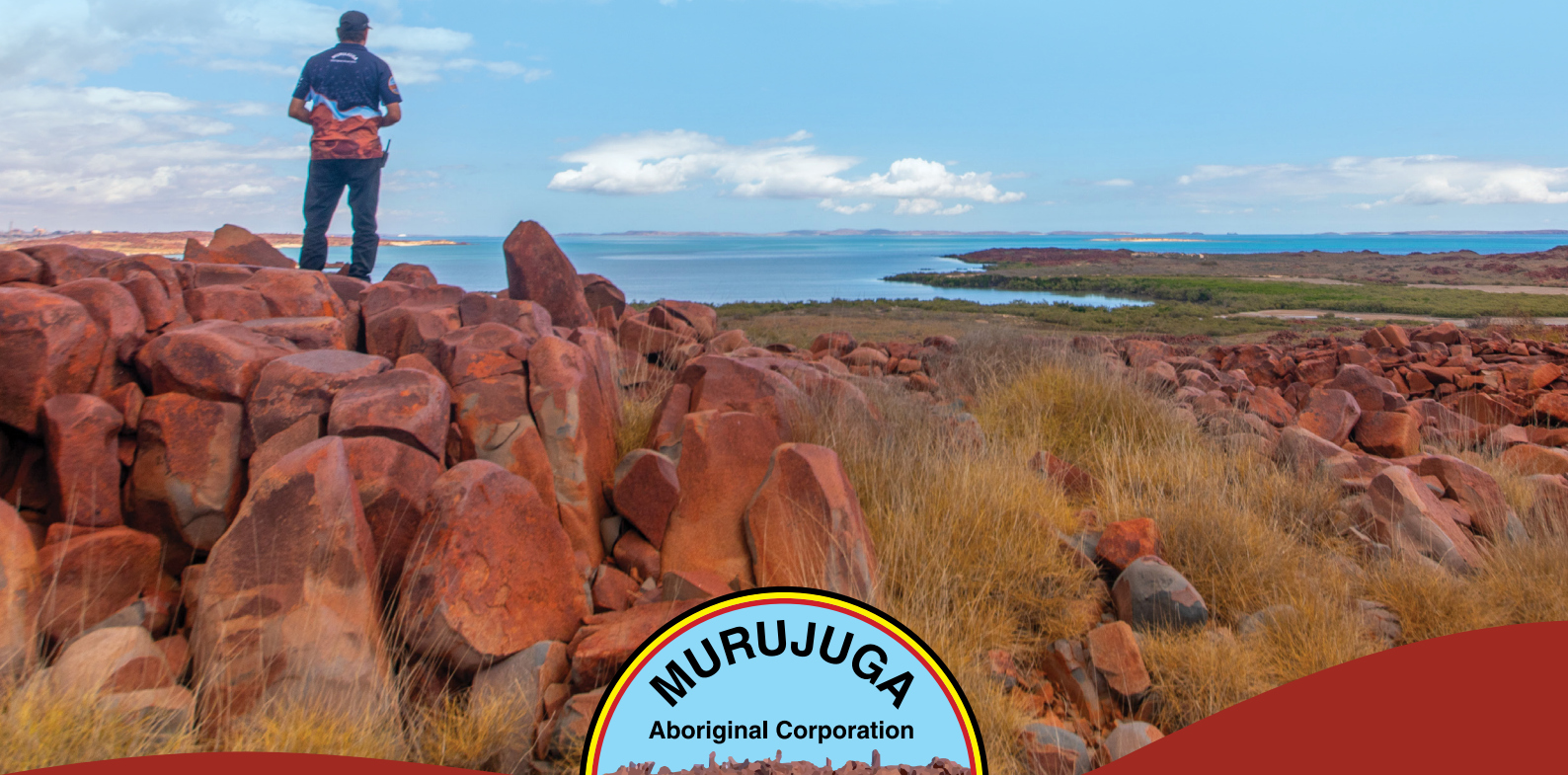
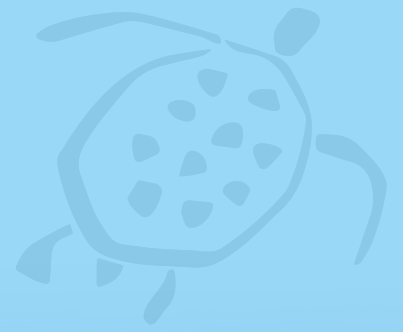


# Annual Report

## 2023/2024



**Ngayintharri Gumawarni Ngurrangga**  
*We All Come Together For Country*





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Murujuga Aboriginal Corporation would like to acknowledge the past and present Traditional Owners and Custodians of Murujuga country.

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

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

Cover photo (credit Heather Osborne, Ranger Services Manager): Assistant Ranger Services Manager Peter Cooper, a Mardudhunera man, in Murujuga National Park.

Photos top (left-to-right): A Murujuga rock art engraving; and Standing Stones.





# Overview

Murujuga is the Ngarluma language name meaning ‘hip bone sticking out’ and refers to the Burrup Peninsula, the Dampier Archipelago and surrounding sea country, located in the Pilbara region of northern Western Australia.

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

Representing Murujuga’s five groups who are the Traditional Owners and Custodians for Murujuga – the Yaburara, Ngarluma, Yindjibarndi, Mardudhunera, and Wong-Goo-Tt-Oo – MAC acts on behalf of its 1,200-plus Members.

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

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

Murujuga National Park was created in 2013 and is the first national park in Western Australia to be co-managed, with MAC sharing management responsibilities with the Department of Biodiversity, Conservation and Attractions (DBCA).

MAC is working in partnership with the state and federal governments and other stakeholders to achieve World Heritage Listing for the Murujuga Cultural Landscape in recognition of its outstanding universal (Aboriginal cultural) value.



Established 19 April 2006



Represents five groups



1,223 Members



Not-for-profit



Approved body corporate for the Burrup & Maitland Industrial Estate Agreement (BMIEA)



Located in the Pilbara, Western Australia



Registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006



Not a prescribed body corporate (PBC) and does not receive royalties



# Representative Area Map

● National Park

● Island reserves

..... National Heritage Listed Place

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







## Chairperson's Foreword

I am proud to present this report for 2023/2024 after a year of dedicated effort and achievement by everyone involved in and supporting Murujuga Aboriginal Corporation.

The pace of activity rarely slows for MAC as we strive to deliver our mission to preserve and protect land, heritage and culture while transforming the lives of our community. This is why it is important to sometimes look back and recap what has been achieved. Highlights of the year include:

- Continued professional development by MAC Rangers in many areas including coxswain and SCUBA training, heritage research on land and underwater, fauna and flora management, public presenting, leadership, air quality and rock art monitoring, and regular time with Murujuga Elders;
- Signing of a Statement of Intent by MAC, Federal, State and local government and major industry to consensually form a Heads of Agreement that will place MAC on an equal footing in future decision-making about land use on Murujuga country;
- Progression of the application for World Heritage Listing of the Murujuga Cultural Landscape to evaluation and referral to experts from the International Council on Monuments and Sites;
- Amendment of the MAC Rulebook by Members to update MAC's objectives, which will enable MAC to form a joint management agreement for the islands of the Dampier Archipelago;
- Detailed design and heritage assessment for the National Park Access Road and day-use areas that will service Conzinc Bay;
- Acquisition of Lot 501 Griffin Road, Burrup Peninsula, enabling MAC to have a permanent home on Murujuga;
- Commencement of a part-time MAC office in Roebourne, to make it easier for Members to meet our staff;
- Hosting Pilbara Ranger Network's Right Way Fire Workshop, involving 50-plus Rangers from nine Pilbara groups visiting Murujuga over five days to share learnings and skills;

- Release of the first technical report from the Murujuga Rock Art Monitoring Program, completion of the Program's second year of fieldwork and progress in micro-credentials in Rock Art Monitoring by MAC Rangers;
- Signing of an MoU with Baynton West Primary School to partner in culturally-safe early learning;
- Engaging Ngarda-Ngarli youth to consider careers at MAC through our participation in a career expos and incursions to Roebourne District High School, Stars Foundation and Clontarf Academy; and
- In October, appointing experienced chief executive Kim Wood, who has settled quickly into the role.

Weighing against these many positives, I regret to advise that both MAC's and its subsidiary MCL's accounts have been qualified for the 2023/2024 financial year, due to a transaction relating to one of MCL's joint venture arrangements. We will be taking steps to address the underlying cause of this as soon as possible.

I take this opportunity to acknowledge and thank the Murujuga Elders for their continued guidance; our Members for their continued interest and engagement; the dedicated Directors of the MAC Board for providing strategic guidance; our staff and our stakeholders and partners.

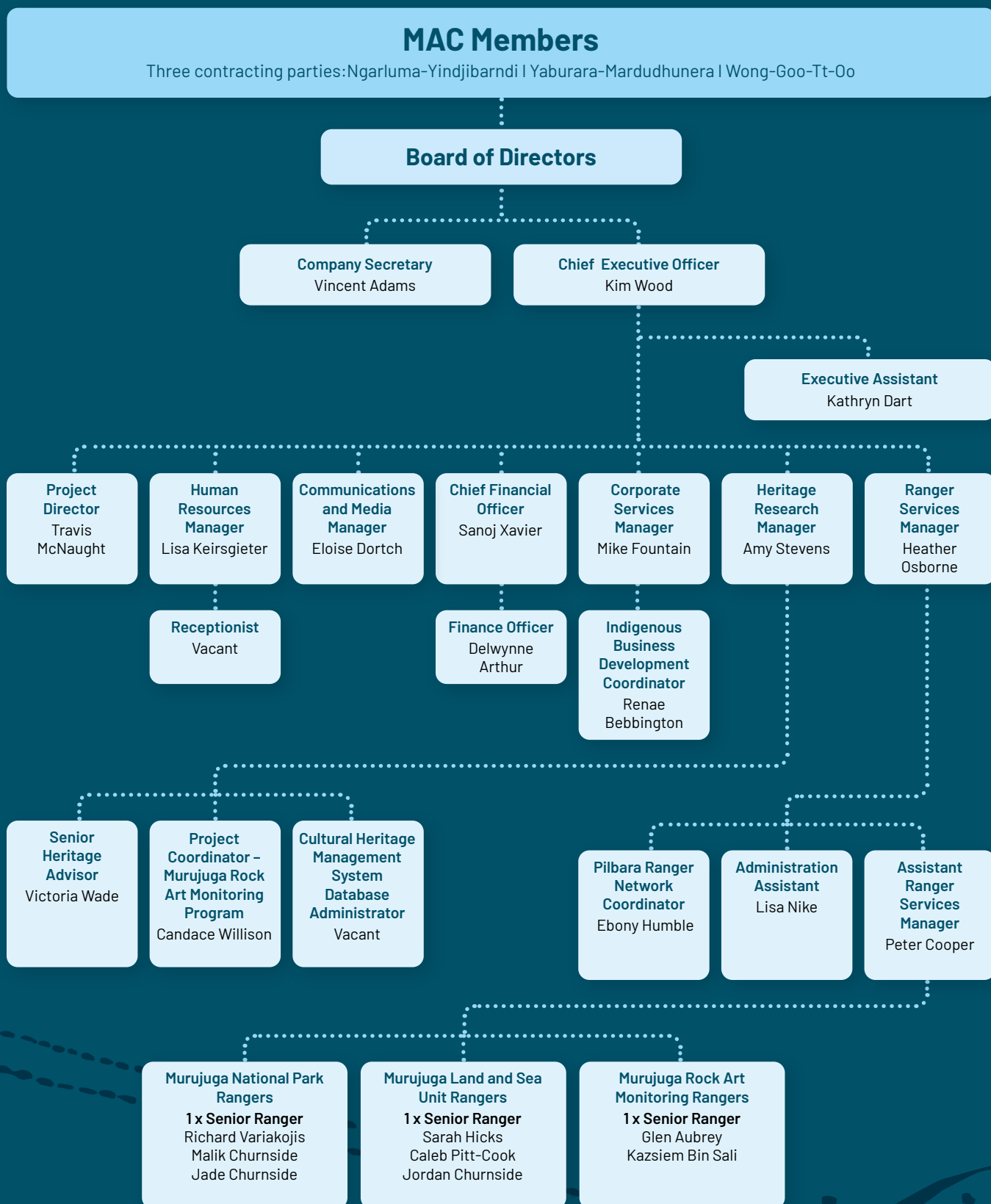
As we look forward to another busy year in 2024/2025, the Board will continue working together to achieve our vision of MAC being known as the cultural and management authority of our country, as a leader in our fields of endeavour, and as a creator of opportunity for our community.

**Peter Hicks**  
Chairperson, Board of Directors

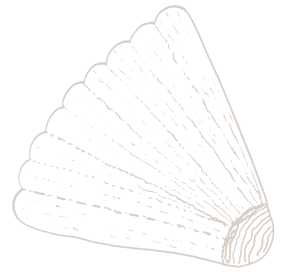


# Organisational Structure

As at 30 June 2024







# Board of Directors

The Board of Directors works to ensure the protection and preservation of culture, heritage and land, including responsibility to:



Protect and guide the future direction of the organisation;



Support the current and future wellbeing of Murujuga National Park; and



Provide support and guidance in relation to Member engagement.

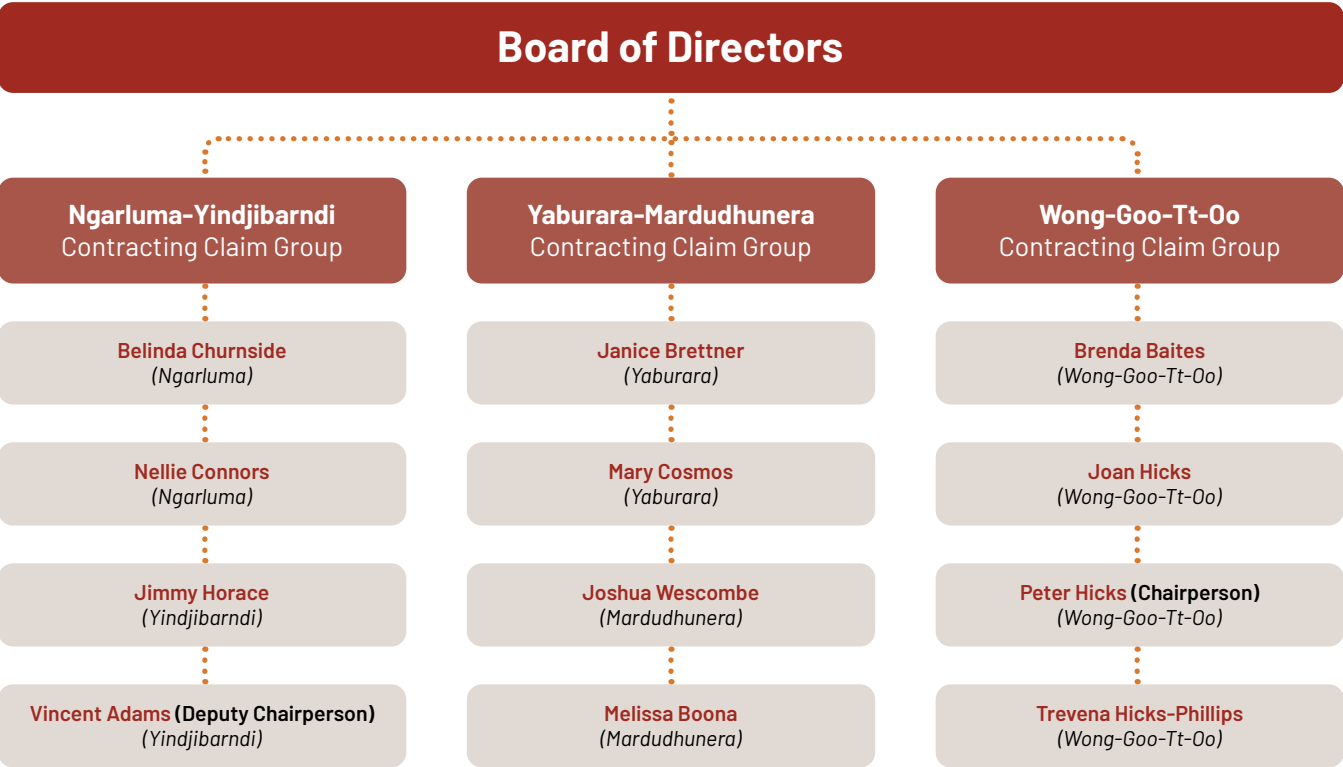
MAC is governed by a 12-person Board of Directors who each serve a two-year term and are elected by the Members at the Annual General Meeting (AGM). The CEO reports to the Board of Directors and seeks their advice and approval on important matters.

In 2023/2024, the Board 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.

One sub-committee reported to the Board of Directors during 2023/2024, this being the Murujuga Parks Council, which is the management body for Murujuga National Park.



Photo: Deputy Chairperson Vincent Adams, Assistant Ranger Services Manager Peter Cooper and Director Belinda Churnside.



# Circle of Elders

The Murujuga Circle of Elders (CoE) are recognised cultural knowledge holders who represent the five Traditional Owner and Custodial groups, and speak together with one voice to provide guidance, governance and advice on culture, heritage and land matters. The CoE oversees all major decisions and provides invaluable cultural guidance to MAC and the Murujuga Rangers.

**Pansy Hicks**  
Ngarluma



**Terry Dale**  
Wong-Goo-Tt-Oo



**Peter Cooper**  
Mardudhunera



**Gail Sinclair**  
Yaburara



**Tim Douglas**  
Ngarluma



**Jimmy Horace**  
Yindjibarndi



**Lawrence Kerr**  
Ngarluma



**Colin Cosmos**  
Yaburara



**Tootsie Daniel**  
Yindjibarndi





Photo: Elder and Board Member Jimmy Horace is part of the Murujuga Parks Council.



Photo: Elder Jimmy Horace helped DBCA and MAC plan a cultural burn.



Photo: Elders Pansy Hicks and Terry Dale were VIPs at the signing of the Statement of Intent in February.

## Meetings and guidance

Collectively, the CoE provided invaluable knowledge and feedback and made decisions on important cultural and heritage matters during 2023/2024, including:

- Rio Tinto desalination plant and cultural information
- Woodside consultation on offshore waters
- Chevron offshore waters environmental plans
- Murujuga Rock Art Monitoring Program technical updates and consultation
- Recfishwest Dampier artificial reef
- Santos Devil Creek carbon capture
- Department of Biodiversity Conservation and Attractions cultural burns Murujuga National Park
- Department of Biodiversity Conservation and Attractions joint management Dampier Archipelago
- Department of Local Government, Sport and Cultural Industries review of Cemeteries and Cremation acts
- World Heritage evaluation mission planning
- Flinders University – Deep History of Sea Country
- University of WA Centre for Rock Art Research + Management Research

Elders also participated in a number of high-profile events on Murujuga and around Australia, including the ICOMOS General Assembly 2023 in Sydney, the book launch for Murujuga: Dynamics of the Dreaming in Perth, and the signing of a Statement of Intent to form a new approach to agreement-making on country.





Photo: Members of the Ranger team, as of December.

## Our Members

One of MAC's strategic objectives is to support our Members and Community and provide opportunities for their growth, well-being and prosperity.

MAC membership is open to anyone who is a descendant from one or more of these groups: Ngarluma, Yindjibarndi, Yaburara, Mardudhunera and Wong-Goo-TtOo and is 18 years old or older. Members may identify as belonging to more than one group through marriage or other forms of kinship connections.

All resources and funding to assist Members come from negotiated projects and 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 membership offers a range of benefits across business development, employment opportunities, access to news and regular communications as well as additional supports.

### A snapshot of our Members



1,223

Members  
across  
Australia

1,201

Members  
reside in WA



Age range of Members

18 TO 94



# Strategic Plan



**Our Mission** is to preserve and protect our land, heritage and culture while transforming the lives of our community.



**Our Vision** is standing together on our land, be known as the cultural and management authority of our country, as leaders in our fields of endeavor, and as creators of opportunity for our community.



**Our Values** reflect our commitment to strengthening our culture, uniting our people and respecting the community in which we 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 exceeding expectations. We innovate and we take the next step without needing to be prompted.

## Accountability and 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, we preserve, protect and share our country and culture for future generations.

MAC proactively led and progressed a range of initiatives to preserve and protect the culture and heritage of Murujuga now, and into the future, during 2023/2024.



### ICOMOS General Assembly

Elders, Directors, Rangers and MAC's Heritage

Research Manager travelled to Sydney to August to showcase the magic of Murujuga at the International Council on Monuments and Sites (ICOMOS) 21st General Assembly and Scientific Symposium. During this multi-day event, attended by more than 1,500 international cultural heritage experts, MAC and the University of WA Centre for Rock Art Research + Management held a symposium showcasing the Murujuga Cultural Landscape World Heritage nomination and bringing together Indigenous custodians, researchers and heritage managers from around the world to share their experiences in nominating and managing cultural values under the World Heritage process. MAC Rangers also attended the Youth Forum on Wareamah (Cockatoo Island) to share their experience with emerging heritage professionals from around the world and helped to run the Murujuga World Heritage Exhibition Booth.

*Photo: Elders, Directors and Rangers at the ICOMOS General Assembly in Sydney.*

### Funding for Ranger Shed

MAC secured \$3.19 million from the Indigenous Land and Sea Corporation (ILSC) for the construction of a purpose-built shed to support the growing needs of the Ranger Program. Construction of the shed is planned to commence in 2024/25 and is expected to take about six months. The shed design was developed with input from the Rangers and DBCA.



*Photo: Rock Art Monitoring Ranger Glen Aubrey conducting maintenance at a powered air quality monitoring station.*

### World Heritage nomination proceeded to evaluation

In September, the UNESCO World Heritage Centre formally accepted the nomination for World Heritage status for Murujuga Cultural Landscape, enabling the nomination to be assessed in the 2024/2025 evaluation cycle.

### Murujuga National Park access road and day-use areas

A total \$27.3 million has been secured by MAC and DBCA to deliver a sealed two-land road through to Conzinc Bay as well as two day-use areas and other recreational infrastructure. Timing for the commencement of construction is dependent on the environmental approval process which is being coordinated by the DBCA.





## Murujuga Rock Art Monitoring Program and Strategy

The Murujuga Circle of Elders; the MAC Board and staff continued to have close oversight of and involvement in all aspects of the Murujuga Rock Art Monitoring Program, which delivered its first technical report in December. This report found that geochemical studies had identified important compositional and structural variations in the patina and weathered rind of the different rock types of Murujuga. Fieldwork had identified some spatial trends in electrochemical parameters and rock surface elemental composition, however these relationships were the reverse of what would be expected to confirm an acid deposition hypothesis described in previous literature, and the report advised that further research was required. A second year of field monitoring and laboratory analysis was completed and as of June, a second technical report was in preparation, for release following peer review.

Two MAC Rock Art Monitoring Rangers passed a tertiary micro-credential – Introduction to Air Quality Monitoring – developed by Curtin University. MAC appointed a Project Coordinator – Murujuga Rock Art Monitoring Program, and continued to deliver communications to MAC Members, media and the Murujuga Rock Art Strategy Stakeholder Reference Group regarding the progress of the Program.

*Photo: Rock Art Monitoring Ranger Kasziem Bin Sali takes spectrophotometry measurements on a rock art panel.*



# Strategic Objective 1

Manage our land and sea and keep our culture strong

Photo: Pilbara Ranger Network Right-Way Fire Workshop attendees gather at Sea Ripple Passage, Murujuga.



## Right-way Fire Workshop on Murujuga

MAC proudly hosted the Pilbara Ranger Network for a Right-Way Fire Workshop on Murujuga. The four-day forum was attended by more than 55 Rangers from nine Pilbara Ranger groups. Rangers shared knowledge about the benefits and techniques of cultural burning, challenges and solutions. MAC Rangers gave formal presentations and led 4WD and boat tours showcasing recently burned and planned future cultural burn sites on Murujuga.



## Ranger Program strengthened

Over 2023/2024, MAC Rangers participated in a wide range of professional development and educational opportunities aligned with their roles and career aspirations. Some courses were completed at MAC or in Karratha, others involved travel. They included:

- Coxswain course (four Rangers)
- DBCA honorary authorised officer
- Introduction to Air Quality Monitoring (two Rangers)
- TAFE Certificate III Conservation and Ecosystem Management (three Rangers)
- Oiled wildlife rescue
- GIS mapping
- Marina fauna observation
- Marine water sampling
- Desert to Sea Ranger training
- Cat trapping
- Recreational Skippers Ticket
- 4WD training
- Boom spray use
- Chainsaw use
- Sea snake research
- First aid re-qualification
- TAFE snake handling
- TAFE manual handling
- Forklift
- Trainwest leadership and mentoring
- TAFE chemical handling
- Introductory tour guide
- Media training
- DBCA Introduction to prescribed burning
- Underwater heritage research

Photos left-to-right: Rangers Jade Churnside, Malik Churnside and Caleb Pitt-Cooke earned Recreational Skippers Tickets. Sarah Hicks and Jade Churnside set a camera trap in the National Park. Kasziem Bin Sali and Malik Churnside do SCUBA diver training in Withnell Bay.



Photo: Rangers and DBCA planned a cultural burn in Murujuga National Park.



## First cultural burn in four years

In July 2023, MAC and Department of Biodiversity Conservation and Attractions (DBCA) conducted the first landscape mosaic burn in Murujuga National Park since 2019. The two day operation, covering parts of Withnell Bay and Conzinc Bay, was overseen by Elders and senior cultural authorities, with Rangers also participating. Along with regenerating natural bushland, the burn reduced fuel loads and the risk of an out-of-control summer wildfire and made it easier to conduct heritage surveys. Murujuga Rock Art Monitoring Program researchers used the occasion to collect air quality data to investigate the role that wildfires and controlled burns play in air quality on Murujuga. Rangers attended DBCA prescribed burned training and conducted detailed on-country planning and mapping for further burns with DBCA and Elders.



Photos left-to-right: Elder and Director Jimmy Horace attending a cultural burn at Withnell Bay. Ranger Richard Variakojis uses a drone to survey future burn areas with DBCA Joint Management Operations Officer Abbey Ernst.



# Strategic Objective 2

## Deliver value to our Members

Support our Members and community and provide opportunities for their growth, well-being and prosperity.

MAC welcomed seven new Members during the year, bringing the total number of Members to 1,223, the majority of whom live in WA. MAC delivered a range of Member benefits in the year and took steps to provide improved support in future years.



### Indigenous Business Development Unit (IBDU)

The former Business, Employment & Training Development Unit (BETDU) was restructured as the Indigenous Business Development Unit (IBDU). This transformation included appointment of an Indigenous Business Development Coordinator in June. Throughout the recruitment phase, MAC continued sharing information about business development, employment and training opportunities, and business support resources, on its online platforms. The IBD Coordinator began a review of the IBDU service, encompassing stakeholder and Member consultation, service and resource mapping, with an intention to collaboratively design an IBDU that aligns with Member values and responds to their present and future needs.

*Photo: Corporate Services Manager Mike Fountain and IBD Coordinator Renae Bebbington with visitors at the Roebourne office.*

### Medical emergency assistance

In 2023/2024, a total \$61,695 was provided to Members for medical emergency assistance. This compared to a total \$45,202 delivered in 2022/2023.



### Roebourne part-time office

MAC launched a part-time staff presence in Roebourne, in order to make its staff and services more accessible to Members who reside in Ieramagadu. The office space is the former bakery on Roe St, opposite the Ganalili Centre, and just along the road from the Ngurin Centre.



*Photo: MAC began a part-time staff presence in Roebourne.*



### Waja Guma MoU

MAC and Baynton West Primary School signed a memorandum of understanding to formally partner in the Waja Guma Early Learning Program. Waja Guma means 'Little Children Learning Together'. At least 33 Aboriginal and Torres Strait Islander families and 54 children have participated in Waja Guma's culturally-led, supportive early learning activities since 2021. Following strong attendance and positive parent feedback, MAC formally partnered with Baynton West Primary in the program order to help secure future funding. Meanwhile, MAC Rangers continued to visit Waja Guma to engage with staff and early-learners.

*Photo: Ranger Caleb Pitt-Cooke meets a Waja Guma early learner.*





## Rangers engaged with local youth

Rangers visited senior students at Roebourne District High School, and Stars Foundation and Clontarf Academy in Karratha, to share information about career pathways at MAC. This resulted in 21 Year 11 and Year 12 students signing up to do work experience with the Rangers during 2024/2025. Rangers ran an exhibition booth at the Karratha & Districts Chamber of Commerce & Industry Careers Expo, and hosted youth at MAC to do community work.

*Photo: Rangers Sarah Hicks and Malik Churnside at the KDCCI Careers Expo.*

## Grocery card

Grocery cards with a total value of \$25,900 were given to Members who attended the MAC Annual General Meeting in November 2023.



## Member survey

MAC launched a Member Survey online and in paper copy. Survey questions covered what type of Member support and other services Members require and asked Members how often and by what means they wanted to receive information from MAC. Results from the survey will be collated in 2024/2025.



## Heritage monitoring and surveys

MAC promoted opportunities for Members to secure casual work as heritage monitors and surveyors on Murujuga. During 2023/2024, 84 Members participated in various heritage surveys and monitoring, resulting in \$983,065 in heritage wages paid to Members. This compared to \$314,585 paid to 37 Members during 2022/2023.

*Photo: Members participated in heritage surveys.*

## Informing and engaging Members

MAC delivered frequent, relevant communications to Members, covering information about activities at MAC and opportunities for Members. Methods used included post and emails about Member matters such as general meetings and surveys, plus online and paper copy communications. With Board support, MAC created a TikTok profile for Ranger-generated videos, aimed at inspiring young social media users to consider Ranger careers at MAC. Subscribers to MAC's monthly e-newsletter grew to 1,600 and MAC commenced delivering a paper copy of the newsletter each month to community venues in Roebourne. Hard copies of the MAC 2022/2023 Annual Report were posted to Members with listed postal addresses. MAC created four online videos on its YouTube channel and refreshed its Instagram page. Outreach to local, state and national media outlets continued, in order to build understanding about MAC.



**3,300**  
Facebook  
followers



**3,309**  
LinkedIn  
followers



**6,447**  
TikTok views



**508**  
Instagram  
followers



**1,600**  
E-newsletter  
subscribers

# 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.

MAC ensured it was understood as the cultural authority for Murujuga land and sea country and delivered strong representation in the interests of Members, country and culture. MAC strengthened its internal systems and procedures.



### New approach to agreement making

MAC defined a new approach to agreement making in Australia through the signing of a Statement of Intent by MAC, Federal, State and local government and major industry in February. The Statement of Intent demonstrates that the signatories are willing to consensually form a Heads of Agreement to place MAC on an equal footing in future decision-making about land use on Murujuga country. This agreement will replace existing, outdated Commonwealth Conservation Agreements previously formed between the Federal Government and industry, and provide a framework that will guide how all parties engage with MAC in matters relating to Murujuga country. In turn, this will support the application for World Heritage Listing of the Murujuga Cultural Landscape, by demonstrating co-existence and co-management of Murujuga by MAC with government and industry. The signing of the Statement was a significant milestone in a strategic agreement making project that MAC has been progressing since 2023 with Commonwealth and State support.

*Photo: Representatives from government, industry and MAC signed the Statement of Intent.*

### A permanent home on Murujuga

With support from Schlumberger, the State Government, and the Indigenous Land and Sea Corporation (ILSC), MAC became the owner of its headquarters located at Lot 501 Griffin Road on the Burrup Peninsula. The acquisition of the property provides MAC with a permanent home on Murujuga, which will support the long-term growth of the organisation.

### Jawun secondees

MAC continued to partner with non-profit organisation Jawun, welcoming selected individuals to work at MAC on six-week placements, while on secondment from their usual roles in the corporate and public sectors. The Jawun participants brought their skills and experience to MAC to help it to lead projects and strategies while in turn learning about Murujuga and MAC.



*Photo: Ranger Sarah Hicks showed school educators the rock art at Nganjarli.*



## Cultural education in local schools

Rangers made numerous incursions to schools across the City of Karratha to deliver cultural education and took school groups from across the Pilbara region on rock art tours. Rangers participated in CSIRO's 'Living STEM' workshop, held at MAC with local educators, to develop science lessons for local students that are based on local traditional knowledge, and presented at a one-day forum about local outcomes from the Living STEM program.

## Rulebook update

At a Special General Meeting, Members voted to update the objectives in the MAC Rulebook, thus enabling MAC to form a joint management agreement that covers the islands of the Dampier Archipelago, and in turn supporting the application for World Heritage Listing of the Murujuga Cultural Landscape, which includes the land and sea country of Murujuga.



## Professional development

MAC supported Directors and staff to take up a range of professional development opportunities. In addition to development opportunities offered to MAC Rangers listed on [page 13](#), this included training and qualifications in governance, media, leadership, tax law, accounting and bookkeeping.

*Photo: Rock Art Monitoring Ranger Kasziem Bin Sali gave a media interview about his work.*

## Sea country connections shared

Assistant Ranger Services Manager Peter Cooper and Ranger Richard Variakojis participated in the National Sea Country Alliance Summit in Darwin. The event, organised by the National Native Title Council, drew 120 Traditional Owners and Custodians from across Australia to discuss achieving sea country rights. MAC attended due to its interest in researching and protecting Murujuga sea country. Discussions at the event centred on the connections many Aboriginal and Torres Strait Islander groups maintain to their sea country, including through hunting, fishing, travelling to islands and songlines.



*Photo: Peter Cooper and Richard Variakojis represented MAC at the National Sea Country Alliance Summit.*

## Logos on vehicles

MAC put its logo on all MAC-owned vehicles and started using other branded collateral, including marquees, flags and banners, to improve visibility of the organisation.



## Recognition as a cultural authority

On a day-to-day basis, when engaging with government, industry and community, MAC representatives ensured MAC is understood as the cultural authority for Murujuga country. This occurred in different ways throughout the year, including: Elders providing cultural guidance regarding culturally appropriate activities on country; Rangers delivering cultural training, advice, rock art tours and school visits and representing MAC at national, international and local events and forums; and Directors and MAC staff engaging proactively with all levels of government, industry and community. MAC also worked with media and photo stock companies to remove culturally restricted images of Murujuga's rock art from their catalogues.

*Photo: Rangers gave cultural guidance and support through the year to Department of Primary Industries and Regional Development personnel searching for exotic pest red dwarf honey bees on Murujuga.*



# 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 prepared for long term financial sustainability, by generating income from rock art tours and cultural education, progress of Murujuga Commercial Limited, development of the Murujuga Tourism Precinct and providing employment opportunities.



### Rock art tours and cultural awareness training

MAC earned a total \$202,151 in revenue in 2023/2024 from delivering rock art tours, in-person cultural awareness training and Welcomes to Country and from individual enrolments to MAC's online cultural safety training modules. Fees from corporate bookings for rock art tours and cultural awareness training were used to subsidise rock art tours for local schools, in support of MAC's cultural awareness objectives.

*Photo: Sarah Hicks took Japanese media on a rock art tour.*



*Photo: Jade Churnside delivered a cultural tour to local school students.*



### Tourism marketing

MAC improved marketing of its tourism services, through updating the Experience Murujuga website and profiles on Instagram and tourist and traveler websites including TripAdvisor and Australian Tourism Data Warehouse. MAC also increased engagement with Karratha Visitors Centre and Tourism WA and attended the WA Tourism conference. Two members of the Ranger team were nominated and shortlisted for a WA Tourism Excellence Award.

*Photo: MAC gave cruise ship passengers a cultural tour at Conzinc Bay.*





## Ranger services



**Corporate rock art tours**



**Tourist rock art tours**



**Cultural awareness training**



**Welcomes to Country**



**School presentations**



**On-line cultural safety inductions**

(\* delivered via MAC website)

## Participation 2023/2024

**83** tours, with a total **989** participants

**93** tours, **265** participants

**64** sessions, **678** participants

**7** events, more than **660** participants

**25** visits, more than **1,480** students

**867** participants

## Murujuga Tourism Precinct

The masterplan and schematic design for the Murujuga Tourism Precinct were completed and the first stage of a design review undertaken with the Office of the Government Architect. The business case for the Murujuga Tourism Precinct was progressed and will be presented to the MAC Board in 2024/2025.





# Murujuga Commercial Limited

An update from MCL, presented by the Managing Director Derek (Jig) Albert

Murujuga Commercial Limited (MCL) is working to secure a strong economic future for the Murujuga community by building a portfolio of business and commercial ventures. Our aim is to establish a portfolio of investments that deliver resilience in the face of economic and resource sector fluctuations.

During 2023/2024, MCL focused on expanding the contracting base of its existing ventures to ensure longer-term sustainability of the companies, and on developing a larger asset base in each venture.



## Wangarri Crane and Equipment Hire Pty Ltd

A JV that is 51 per cent owned by MCL and 49 per cent owned by Boddington, Wangarri successfully deployed cranes and other equipment to construction sites on the Burrup, and purchased the first asset into the venture, a 25-tonne Franna.

## Buriya Services Pty Ltd

MCL and KBSS formed a skills sourcing and placement service JV, with MCL owning 51 per cent and KBSS 49 per cent. Startup was progressed, including Supply Nation registration and pricing schedules discussed with prospective clients.



## Business development

MCL continued to engage with potential and existing clients with a view to securing new contracts and expanding the services offered by its existing ventures.

## Murujuga Commercial Transport Pty Ltd

This well-established 50/50 JV between MCL and Australian Transit Group (ATG) successfully commenced providing both dry and wet hire bus services. As of June, it was working to secure additional contracts and engage with other resource sector participants.

## Ganaji Contracting Pty Ltd

This 50/50 JV between MCL and Aboriginal-owned firm Matera Electrical commenced contract work in the Pilbara in April 2024. It continued to gain further contracts across the area.







Photo (credit Ngaarda Media): MCL and its ventures at a Pilbara Indigenous Business Tradeshow.



## Jatu Safety Clothing commercial agreement

MCL progressed its agreement with Jatu Clothing, a company that designs and organises the manufacture and sale of workwear and corporate wear incorporating Aboriginal artwork, with a percentage of its profits going to a community benefit fund. A large order of shirts was delivered and additional orders are anticipated.





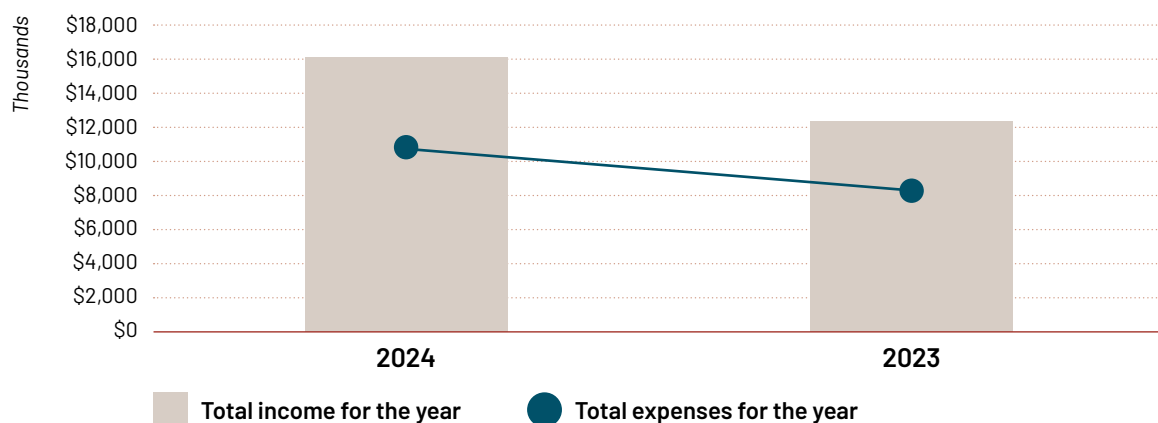
# Financial Report

Financial year ended 30 June 2024

This summary reflects the figures on the audited financial report and will be later lodged with ORIC.

## Income statement summary

|                             | 2024 \$          | 2023 \$          |
|-----------------------------|------------------|------------------|
| Total income for the year   | 16,049,522       | 12,292,928       |
| Total expenses for the year | 10,729,938       | 8,225,528        |
| <b>Surplus for the year</b> | <b>5,319,584</b> | <b>4,067,400</b> |



## Balance sheet summary

| Assets                               | 2024 \$           | 2023 \$           |
|--------------------------------------|-------------------|-------------------|
| Cash and cash equivalents            | 17,514,108        | 18,615,565        |
| Receivables and other current assets | 1,073,403         | 2,370,311         |
| Investment property                  | 14,945,000        | 13,805,000        |
| Property, plant, and equipment       | 1,186,543         | 659,875           |
| Investment in joint venture          | 209,488           | 13,626            |
| Loan to joint venture                | 150,000           | -                 |
| <b>Total Assets</b>                  | <b>35,078,542</b> | <b>35,464,377</b> |
| Liabilities                          | 2024 \$           | 2023 \$           |
| Trade and other payables             | 811,685           | 851,011           |
| Lease liabilities                    | 9,263             | 65,143            |
| Revenue received in advance          | 10,293,716        | 11,887,269        |
| Borrowings                           | 16,378            | 4,033,038         |
| <b>Total liabilities</b>             | <b>11,131,042</b> | <b>16,836,461</b> |
| <b>Net assets</b>                    | <b>23,947,500</b> | <b>18,627,916</b> |



## Consolidated statement of profit and loss and other comprehensive income

Murujuga Aboriginal Corporation and Murujuga Commercial Limited. For the year ended 30 June 2024.

|   | 30 Jun 2024 \$    | 30 Jun 2023 \$    |
|---|-------------------|-------------------|
| Revenue   | 13,946,676        | 11,551,876        |
| Other income  | 766,983           | 727,426           |
| Gain on dispersal of assets   | 1,140,000         | -                 |
| Share of net profit of joint ventures accounted for using equity method | 195,863           | 13,626            |
| <b>Revenue</b>  | <b>16,049,522</b> | <b>12,292,928</b> |
| Accounting and bookkeeping fees   | 61,973            | 67,430            |
| Advertising and marketing   | 24,993            | 33,723            |
| Audit fees  | 12,663            | 13,051            |
| Board expenses  | 665,623           | 738,943           |
| Committee and meeting expenses  | 227,890           | 173,879           |
| Consulting fees   | 1,623,338         | 1,480,277         |
| Depreciation and amortisation expenses                                  | 189,455           | 151,935           |
| Employee expenses   | 3,743,053         | 3,169,568         |
| Finance costs   | 95,648            | 190,587           |
| Heritage expenses   | 1,636,400         | 527,305           |
| Insurance expenses  | 260,479           | 202,532           |
| Legal fees  | 807,521           | 129,056           |
| Member benefit expenses   | 87,609            | 45,202            |
| Member benefit expenses   | 80,761            | 78,383            |
| Office expenses   | 188,209           | 289,204           |
| Other expenses  | 301,565           | 295,696           |
| Property and occupancy expenses   | 359,569           | 270,698           |
| Subsidiary establishment expenses                                       | 9,391             | 14,280            |
| Travel and accommodation  | 353,798           | 353,779           |
| <b>Total expenses</b>   | <b>10,729,938</b> | <b>8,225,528</b>  |
| <b>Net surplus for the year</b>   | <b>5,319,584</b>  | <b>4,067,400</b>  |
| <b>Other comprehensive income for the year</b>                          | <b>-</b>          | <b>-</b>          |
| <b>Total comprehensive income for the year</b>                          | <b>5,319,584</b>  | <b>4,067,400</b>  |



Photo: Aerial photo of Murujuga.

# Ngayintharri Gumawarni Ngurrangga

*We All Come Together For Country*

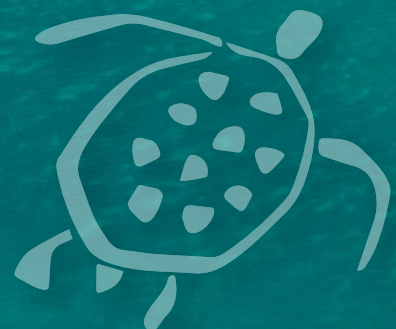




Photo: Rangers Caleb Pitt-Cooke and Jade Churnside on a Rangers and Elders day on Murujuga.



## Glossary

|                   |   |                      |  |
|-------------------|---|----------------------|--|
| <b>2023/2024</b>  | Financial Year 2024<br>(1 July 2023 to 30 June 2024)      | <b>MAC</b>           | Murujuga Aboriginal Corporation  |
| <b>AGM</b>        | Annual General Meeting                                    | <b>MCL</b>           | Murujuga Commercial Limited  |
| <b>BMIEA</b>      | Burrup and Maitland Industrial Estate Agreement           | <b>MLSU</b>          | Member Land and Sea Unit   |
| <b>CAT</b>        | Cultural awareness training                               | <b>MNP</b>           | Murujuga National Park   |
| <b>CEO</b>        | Chief Executive Officer                                   | <b>MRAMP</b>         | Murujuga Rock Art Monitoring Program   |
| <b>CoE</b>        | Circle of Elders  | <b>MRAS</b>          | Murujuga Rock Art Strategy   |
| <b>DBCA</b>       | Department of Biodiversity, Conservation and Attractions  | <b>Murujuga</b>      | Burrup Peninsula, Dampier Archipelago and surrounding sea country                |
| <b>DFES</b>       | Department of Fire and Emergency Services                 | <b>NFP</b>           | Not-for-profit   |
| <b>DPIRD</b>      | Department of Primary Industries and Regional Development | <b>Ngarda-Ngarli</b> | Collective term for the five Traditional Owner and Custodial groups for Murujuga |
| <b>DWER</b>       | Department of Water and Environmental Regulation          | <b>Nganjarli</b>     | A location in Murujuga National Park, previously known as Deep Gorge             |
| <b>IBDU</b>       | Indigenous Business Development Unit                      | <b>ORIC</b>          | Office of the Register of the Registrar of Indigenous Corporations               |
| <b>ICOMOS</b>     | International Council on Monuments and Sites              | <b>PBC</b>           | Prescribed body corporate  |
| <b>Ieramagadu</b> | Roebourne   | <b>RAT</b>           | Rock art tour  |
| <b>JV</b>         | Joint venture   | <b>SIA</b>           | Strategic Industrial Area  |
|                   |   | <b>UNESCO</b>        | United Nations Educational, Scientific and Cultural Organisation                 |





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*Indigenous Corporation Number (ICN): 4629*

*ABN: 51 627 395 274*

