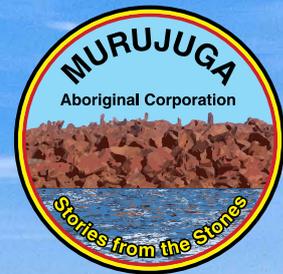


# Murujuga Aboriginal Corporation

Annual Report

2019 - 2020



## MURUJUGA ABORIGINAL CORPORATION

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

We would also like to thank the Murujuga Circle of Elders for your knowledge, guidance and support.

### **Warning:**

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

# Introduction & Overview



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

MAC represents five custodial groups – the Ngarluma, Yindjibarndi, Yaburara, Mardudhunera, and Wong-Goo-Tt-Oo and has a combined membership of over 1,200 people.

Murujuga is the Ngarluma-Yaburara language name meaning “hip bone sticking out” and refers to Murujuga land and sea country which consists of a narrow peninsula of land and 42 islands on the Burrup Peninsula and Dampier Archipelago.

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

MAC brings together these five 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.

Through the BMIEA, the State Government secured the future development of the Burrup Strategic Industrial Area (SIA). 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 100<sup>th</sup> national park in Western Australia. Famous for its 40,000-year-old rock art (also known as petroglyphs), Murujuga is the first national park in Western Australia to be co-managed, sharing responsibilities for the park with the Department of Biodiversity, Conservation and Attractions (DBCA).

MAC is a not-for-profit (NFP), approved body corporate, and is registered under the Corporates (Aboriginal and Torres Strait Islander) Act 2006 (CATSI Act). We are not a Prescribed Body Corporate (PBC) and do not receive royalties.

MAC's strategic direction is now focused on transformational opportunities rather than transactional activities. MAC is determined to create long term sustainability for the organisation and its members through pursuing strategic projects that align with our new strategy.

By diversifying our income stream through commercial opportunities, tourism and other means, MAC can support our members with education and training, and the creation of on country jobs.

Another priority for MAC is to share our culture with locals and tourists which is critical to develop an understanding and mutual respect for local culture, heritage and country. The pursuit for World Heritage List of the Murujuga Cultural Landscape will compliment this priority and supports everything else we want to achieve.

MAC's mission is to preserve and protect our land, heritage and culture while transforming the lives of our members.

Together we can do this, and this is why Ngayinharri Gumawarni Ngurrangga – *we all come together for country.*



# Representative Area

## Legend

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

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



# Strategic Plan

Speaking as one voice for our members, MAC is striving to achieve positive cultural and economic outcomes for the contemporary Murujuga community and its future generations.

## Our Mission Statement

To preserve and protect our land, heritage and culture while transforming the lives of our members.

## Our Vision

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

Our values go 'hand in hand' with the philosophy behind speaking with one voice for country. At MAC, we believe in the following values:

### 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 and culture for future generations.

#### Strategic Goals

- Continue to work towards the World Heritage listing of Murujuga.
- Strengthen our Ranger program and work towards the lead role in the management of our National Park, our sea country and our country beyond the National Park.
- Ensure we are properly embedded in have a primary decision-making role in the rock art monitoring and management program.
- Continue to consolidate and expand our cultural awareness programs to enhance knowledge and generate understanding of our culture and to provide cultural safety to those who visit and work in our country.
- Implement and development of our Living Knowledge Centre as our cultural hub and as a keeping place for our culture and heritage.

## STRATEGIC OBJECTIVE 2

### Deliver Value to our Members

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

#### Strategic Goals

- Work closely as the traditional Ngarda Ngarli to maintain cohesion and to ensure our programs and outcomes reflect the needs of our community.
- Review and renew our member benefit services and refocus our efforts for maximum impact.
- Through our Business Development Unit, work to facilitate and create meaningful employment and business opportunities for our members and community.
- Deliver clear and regular communication to our members to ensure they are informed of our progress, the opportunities we are pursuing and the outcomes we are achieving.

## STRATEGIC OBJECTIVE 3

### Strengthen our Foundation

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

#### Strategic Goals

- Deliver excellent base business including ensuring requirements of the BMIEA are met.
- To ensure consistency and accountability, review and where required redevelop our internal management system to ensure our key processes and systems are in place.
- Review our key governance instruments and work to implement identified improvements.
- Provide our Board and Staff with strong executive and professional development opportunities to ensure our people meet and exceed the standards and aspirations we set as a Corporation.
- Ensure our structure fits our purpose and our function and allows us to build the strong future we are working towards.
- Be understood as the cultural authority for our country, as experts in our fields of endeavor and ensure strong representation of the interests of our people, country and culture to our partners and to external parties.

## STRATEGIC OBJECTIVE 4

### Build our Commercial Footprint

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

#### Strategic Goals

- Develop a Commercial Unit and Organisational structure to drive financial sustainability through positioning to capture commercial ventures.
- Finalise a detailed business case for the Murujuga Tourism Precinct and work towards the construction of the precinct.
- Further develop Murujuga tourism to ensure our country and culture are appreciated and revered, to create employment for our people and to develop sustainable revenue streams.



# Board of Directors

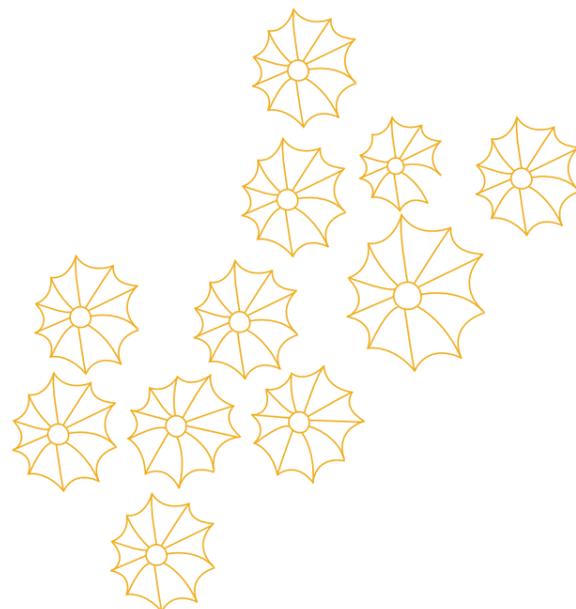
MAC is governed by a Board of Directors who are elected by members at the Annual General Meeting (AGM) held every November.

There are twelve members on the Board of Directors who each serve a two-year term.

The Board of Directors have a significant responsibility to work in unity for country and represent all MAC members and the five custodial groups as one voice on the most important matters surrounding the protection and preservation of culture, heritage and land.

The current members of the Board of Directors are:

Ngarluma-Yindjibarndi Contracting Group	Yaburara-Mardudhunera Contracting Group	Wong-Goo-Tt-Oo Contracting Group
<b>Belinda Churnside</b> Ngarluma	<b>Janice Brettner</b> Yaburara	<b>Brenda Baites</b> Wong-Goo-Tt-Oo
<b>Nellie Connors</b> Ngarluma	<b>Mary Cosmos</b> Yaburara	<b>Joan Hicks</b> Wong-Goo-Tt-Oo
<b>Jimmy Horace</b> Yindjibarndi	<b>Joshua Wescombe</b> Mardudhunera	<b>Peter Hicks</b> Wong-Goo-Tt-Oo
<b>Vincent Adams</b> (Chairperson) Yindjibarndi	<b>Raelene Cooper</b> Mardudhunera	<b>Trevena Hicks-Phillips</b> Wong-Goo-Tt-Oo



# Chairperson's Report

The 19/20 financial year was an incredibly focussed and productive year for the MAC Board of Directors with many important and complex projects progressing.

These various projects have required the Board to work cohesively with open minds, and for this, I thank my fellow Board members for their proactive cooperation, and our CEO Peter Jeffries for his valuable guidance.

At the heart of every Board decision is ensuring MAC meets the needs of our members, and that the path we are traveling on will help build a sustainable future for our community while ensuring our culture and heritage are honoured and protected.

Our Circle of Elders have gracefully guided us in all cultural matters, and I thank them for their dedication to this important role in our community.

We have been very careful to ensure all our onsite projects have Aboriginal Heritage surveys completed early in the process with appropriate MAC representation onsite for all on country works.

The Board takes its responsibility very seriously to protect and preserve our culture, land and heritage while navigating on country development and progressing opportunities that align with MAC's mission, values and objectives.

The World Heritage Listing (WHL) nomination bid is a particularly exciting yet complicated project. The Board has worked together to carefully move through the comprehensive process and were unanimous in our support for the WHL bid.

We believe that in seeking international recognition of our unique and culturally significant rock art, it will help us protect our culture, heritage and land for generations to come.

We are very proud of the progress made so far in collaboration with our WHL submission partners. The pending future outcome will be a historic moment in time should we be successful.

The Board is also very supportive of the tourism plans for Murujuga, which we believe will enable us to share our unique culture with the world.

In pursuing the Murujuga Tourism Program, the Board is following its strategic vision and working to achieve our key

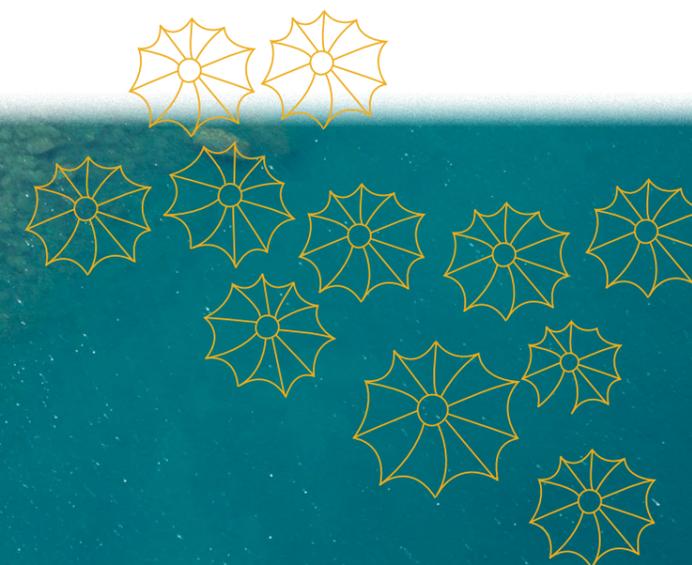


Vince Adams, Chairperson

objective of creating education, training and employment for our people on country.

We look to the next financial year with great enthusiasm, as Murujuga Aboriginal Corporation continues to work towards its goals, maintaining our strong connection to culture and identity, and ensuring the welfare of our members into the future.

**Vince Adams**  
Chairperson - Board of Directors  
Murujuga Aboriginal Corporation



# Circle of Elders

The Murujuga Circle of Elders (CoE) are cultural knowledge holders and speak together as one voice on the most important cultural, land, and heritage matters.

Representing MAC's five custodial groups, the CoE are Traditional Custodians of the land, recognised cultural knowledge holders and members of MAC.

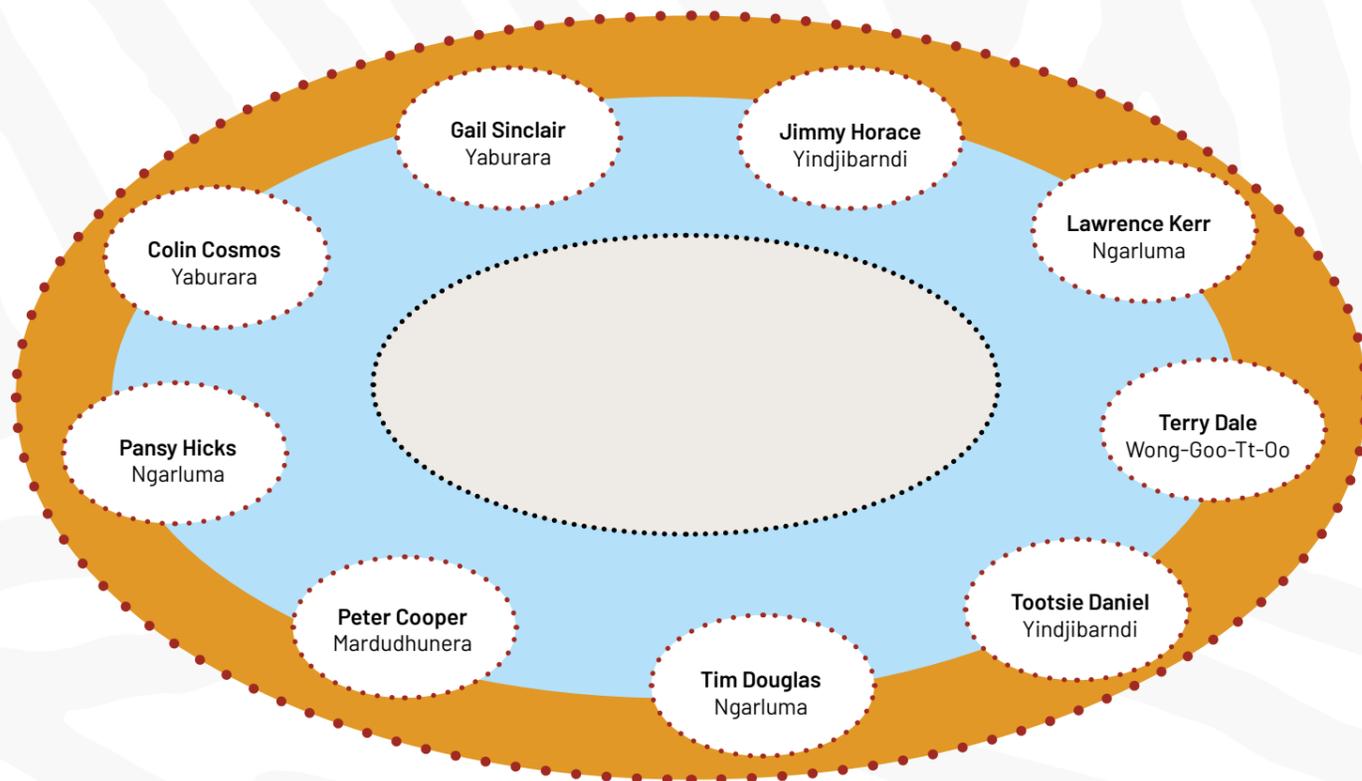
In their unique role, the CoE provide traditional Aboriginal knowledge for guidance, governance and advice on various

situations and issues relating to their people, their land, cultural safety and working on *Ngurra* (traditional country).

The CoE are pivotal to all major MAC decisions, and provide invaluable knowledge and advice to MAC and the Murujuga Rangers.



L to R (back row): Lawrence Kerr, Janice Brettner (proxy), Mary Cosmo (proxy), Jimmy Horace. L to R (bottom row): Tim Douglas, Tootsie Daniel, Pansy Hicks.



# Members

Our strategic goal is to support our members in utilising available resources and create new opportunities that will improve the economic, financial and overall wellness of our members.

MAC is not a Prescribed Body Corporate (PBC) which means all resources and funding come from negotiated projects and opportunity agreements.

MAC does not receive royalties, which is why it is imperative the work of MAC creates sustainable revenue to enable member support.

All assistance and support initiatives provided to members are based on the core objectives of the organisation (see *Strategic Plan page 6*) and have been carefully developed by MAC and the Board of Directors to ensure the best use of funds and facilitation of new opportunities for 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.

Members may identify as belonging to more than one traditional Aboriginal group through marriage or other forms of kinship connections.

1,237

Active members across Australia



1,024

Members based in WA

WA

18 to 91

Age range of members



## Value delivered to members over the past 12 months:

### Heritage & Land Monitoring Surveys

Initiating contracts with industry for heritage and land monitoring surveys on BMIEA land, MAC has been able to create a new employment stream for on country work.

Approximately 68 members have participated in various heritage and land monitoring surveys resulting in a total of \$307,729.50 survey wages being paid to members.

### Business & Employment Development Unit (BEDU)

The BEDU has been established to assist MAC working with industry partners and broader businesses to facilitate more business and employment opportunities for MAC members.

A Business & Employment Officer has been appointed to encourage and support the growth of businesses, achieve positive employment outcomes and develop relationships with external stakeholders that support opportunities for MAC members.

### Grocery Card Supplement

During the COVID-19 (Coronavirus) lockdown period, the MAC Board approved a once-off Special General Grocery Supplement card valued at \$370 for every eligible member.

The general welfare support initiative is accessible to 1,235 members and is valued at a total of \$456,950. The MAC Board is committed to helping its members through the pandemic and ensuring access to important health, living and hygiene essentials.

### Emergency Medical Support

MAC maintains an emergency medical assistance policy and processes applications for assistance as required.

### Membership Communications

To ensure members remain informed, MAC has developed a range of regular communication methods such as phone, email, social media, letters, materials and in person contact.



# Chief Executive Officer's Report



A busy year full of successful challenges has seen MAC achieve more than I ever anticipated over the past 12 months.

It's been an absolute pleasure working on such a diverse range of projects and works with MAC staff, the Board of Directors, the Circle of Elders, our members, partners and the broader community.

I have a clear vision, goal and direction for MAC that we are well on our way towards reaching - and it will secure MAC into a long-term sustainable future.

Partnerships with industry, the state and federal governments, and other stakeholders are on track to achieve:

- World Heritage Listing for Murujuga Cultural Landscape
- The development and expansion of the Murujuga Ranger Program
- Progression of the Murujuga Tourism Program and the Living Knowledge Centre.

To then also be a part of the Deep History of Sea Country discovery and unearth Australia's first underwater heritage sites on Murujuga sea country was one of the most humbling experiences that I will be forever grateful for.

Not only did the artefacts and sites found by the scientists and archaeologists reveal missing links in our historic timeline dating back 7500 - 8500 years, it has provided MAC with an international platform to share and promote the value of our cultural knowledge and heritage to the world. From New York to Qatar, the media wanted to know our stories from the stones.

While a large part of this year has certainly been one of change, and sometimes uncertainty due to COVID-19, I can assure you MAC continues to be in a progressively strong position and we are consistently reaching milestones.

This makes me incredibly proud of everyone involved. Together we are achieving great things that will transform the future of MAC and its members for the better.

With the continued support of the board, the Circle of Elders, and our members, MAC will thrive this year as we move through all the approaching strategic opportunities.

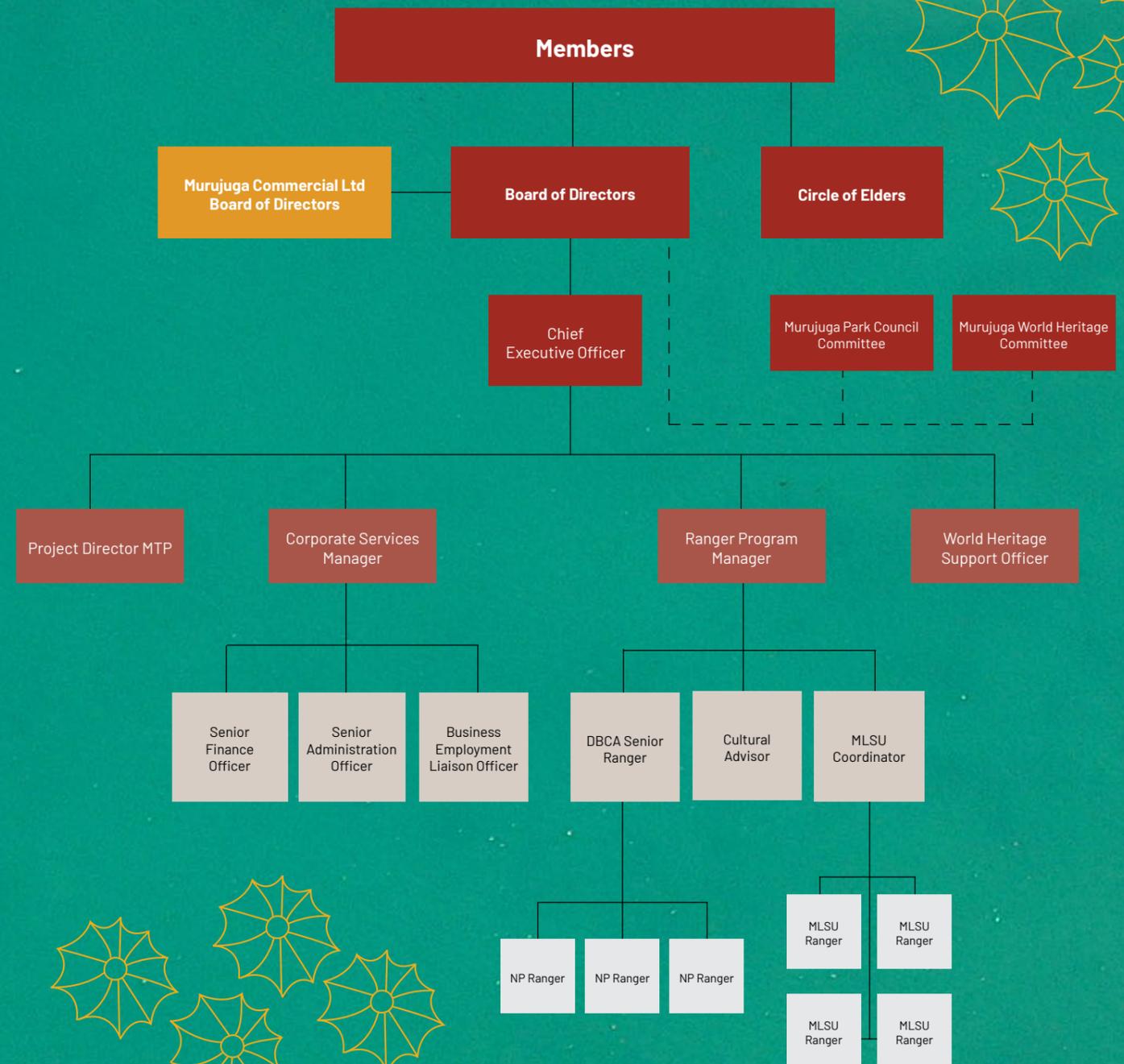
As we stand strong together, I wish us all a safe, healthy and progressive passage this year.

**Peter Jeffries**

Chief Executive Officer

Murujuga Aboriginal Corporation

# Organisational Chart



# Key Updates

## Deep History of Sea Country

For the first time in Australia, underwater Aboriginal archaeological sites have been recorded at Murujuga.

An artefact scatter at Cape Bruguieres contained hundreds of flaked stone artefacts, as well as mullers and grinding stones. These are at approximately 2.4m depth and lying on the sea bed. A second site at Flying Foam Passage was identified, when researchers were exploring a submerged freshwater spring and found a flaked stone artefact.

These sites would have been left by ngarda ngarli when Murujuga was much further inland and the sea floor was still dry land, before sea levels rose and drowned the landscape after the last ice age. Radiocarbon dating and analysis of sea-level changes indicate artefacts were left in this place between 7,000 and 8,500 years ago.

The underwater study plays an important role in contributing to an understanding of Murujuga's exceptional and extensive cultural heritage. MAC are working with the State and Commonwealth Governments as well as Industry stakeholders to ensure the protection of these significant sites and all of the submerged cultural heritage that has not yet been identified.

The Deep History of Sea Country Project was funded by the Australia Research Council and conducted in partnership with the Murujuga Aboriginal Corporation, Flinders University, the University of Western Australia's Centre for Rock Art Research and Management (CRAR+M), James Cook University, Airborne Research Australia (ARA) and international partners.



## Murujuga Tourism Program

Under the terms of the Burrup and Maitland Industrial Estate Agreement, funding was set aside by the State Government for the construction of a Living Knowledge Centre. In 2014, a site selection study was undertaken titled the Murujuga Living Knowledge Centre Feasibility Study. The report recommended a site near Hearson Cove for a combined National Park management office and visitor centre.

An investigation for a potential campground under the Tourism WA Camping with Custodians Program was completed in January 2016. The report titled, Business Case Murujuga NP Campground: Camping with Custodians, looked at a site at the northern end of Withnell Bay and concluded a campground in this location could be successful.

Since these studies were completed, MAC has established a Ranger HQ on the corner of King Bay Road and Griffin Road on the Burrup, and the State Government has advised that Hearson Cove is not suitable for tourism accommodation or a caretaker's residence due to the buffer associated with Yara Pilbara's operations. It has also been determined that all facilities associated with this project should be collocated to decrease the burden in regard to management.

A site at Conzinc Bay in the north of the Murujuga National Park has now been selected for the proposed Living Knowledge Centre and Tourism Precinct. The site has been subject to extensive Aboriginal Heritage Surveys and has received Cultural Clearance from MAC's Circle of Elders. At the request of the Circle of Elders, the State Government has either transferred or is in the process of transferring approximately 470 hectares of land to MAC for incorporation into the National Park to ensure further industrial development cannot occur near Conzinc Bay. This is a significant addition to MAC's landholding and to the National Park considering the Karratha Gas Plant, which is the largest industrial complex on the Burrup, sits within a land area of 235 hectares.

In 2017, TRC in partnership with MCA Economics, and UDLA Landscape Architects were engaged to review the Murujuga Living Knowledge Centre Feasibility Study (2014) and to prepare a Landscape Concept Plan for the Conzinc Bay location. This body of work resulted in the Murujuga Living Knowledge Centre Feasibility Review and Recommendations (July 2017), and a Preliminary Business Case for the Murujuga Tourism Precinct and Living Knowledge Centre (April 2018).

The Murujuga Tourism Program is a 'game changer' for MAC and the Pilbara. It is part of MAC's push for a more diverse revenue stream and the creation of on-country jobs, and will allow for the sharing of culture to build understanding and respect. The Murujuga Tourism Program refers to the group of three interrelated projects which are being managed in a coordinated way to obtain benefits and control not available from managing them individually. The projects which form the Murujuga Tourism Program are as follows:

- Living Knowledge Centre and Tourism Precinct Project led by MAC;
- Recreation Masterplan Project led by the DBCA; and the
- National Park Access Road Project led by the City of Karratha

Through the Pilbara Development Commission and the Department of Primary Industries and Regional Development (DPIRD), \$1.339 million of funding has been secured and the Planning and Conceptual Design Phase of the program is underway. A key deliverable of this phase is the Detailed Business Case which will be completed in April 2021 and will be essential in securing the balance of funding required from the State and Commonwealth Governments, and industry.

Cultural Safety is and will remain our single most important priority and informs every decision made on the Murujuga Tourism Program.



# Murujuga World Heritage Listing

The Murujuga Cultural Landscape was officially added to Australia's World Heritage Tentative List on 23 January 2020.

This is the first required step in the World Heritage nomination process, and a property needs to be on this list for at least a year before it will be considered by the UNESCO World Heritage Committee. The next stage in the preparation of a World Heritage nomination is complex and the Australian Government estimates that preparing a nomination takes at least 2.5 years and the UNESCO assessment process taking another 18 months.

The nomination is being prepared in partnership between MAC and the State Government, in collaboration with the Australian Government and stakeholders. The leadership and cultural advice of ngarda ngarli is central to the nomination. MAC members are strongly represented on the Murujuga World Heritage Committee and the Interagency Taskforce, and MAC has also appointed a World Heritage Officer to work with the heritage committee and the Circle of Elders to ensure that the nomination articulates the meaning of Murujuga to ngarda ngarli.

The Heritage Committee and the Interagency Taskforce meet every quarter to oversee the progress of the nomination and

to contribute to content and facilitate further engagement opportunities with members and other stakeholders.

Engagement with the broader community is also an important part of the World Heritage nomination process. Although COVID-19 has limited the number of face-to-face activities and engagement opportunities this year, MAC and the State Government have continued to meet regularly with key stakeholders, government, community and other interest groups. Community information stalls and open forums are also being utilised as COVID restrictions ease and more opportunities become available.

Murujuga Cultural Landscape's World Heritage nomination is an exciting process and many people are interested in the process and what World Heritage Listing will mean for Murujuga. Fact sheets are available that answer some of the most frequently asked questions at: [www.murujuga.org.au/world-heritage/fact-sheets/](http://www.murujuga.org.au/world-heritage/fact-sheets/)



The Murujuga Heritage Committee and Interagency Taskforce.



## INDICATIVE TIMING

Murujuga World Heritage nomination process

### 2020

- Murujuga added to Australia's World Heritage Tentative list.
- Drafting of nomination begins.
- Regular meetings of the Interagency Taskforce and Heritage Committee continue.
- Discussions to define proposed boundary begins.
- Stakeholder engagement continues in accordance with the Communication and Engagement Plan.
- Peer review and editing of nomination text commences.

### 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

- Australian Government submits nomination dossier to UNESCO.
- UNESCO World Heritage Centre completion check.
- Nomination referred to UNESCO advisory body for evaluation (ICOMOS).
- ICOMOS desktop review and site visit.
- ICOMOS requests additional information from Australian Government (if required).
- Australian Government liaises with State Government and MAC to address ICOMOS requirements.

### 2024

- ICOMOS deadline to request additional information from Australian Government.
- Australian Government provides additional information to ICOMOS in liaison with MAC and State Government.
- ICOMOS delivers evaluation and recommendation to Australian Government and World Heritage Committee.
- Australian Government provides correction on any factual errors.
- World Heritage Committee makes determination to inscribe, defer or refer nomination.

# Murujuga Ranger Program

Over the past year, the ranger program has been revised with a new vision and a growth strategy developed.

In 2020 this vision has begun to take shape with the expansion of the ranger programs into two teams, each with individual designated responsibilities.

## Murujuga National Park Rangers

The Murujuga National Park Rangers are focused on the National Park, working closely with National Park officers and staff from the Department of Biodiversity, Conservation and Attractions (DBCA) to co-manage the land and sea country of the National Park.

Conducting regular National Park patrols, the rangers utilise modern data collection techniques such as advanced GIS tools and apps that compile relevant data collected. This information is then analysed by rangers and external scientists and consultants, to ensure the ongoing viability of the park's natural ecosystems.

The Murujuga Cultural Heritage Management Plan guides the National Park rangers and outlines their aims, objectives and goals.

## Murujuga Land & Sea Unit (MLSU)

The MLSU focuses on delivering the operational aspect for managing Murujuga Land and Sea country.

Rangers deliver cultural awareness programs and rock art tours to visitors and Industry. Rangers also provide cultural education presentations to schools, community groups and others to share culture and stories.

The MLSU Rangers also offer fee for service contracts to industry and business when operating on Murujuga land and sea Country in a range of service delivery options.

The Murujuga Cultural Management Plan guides the MLSU Rangers in the delivery on how to care for and manage Murujuga Land and Sea country as determined by the Murujuga Circle of Elders.



The Circle of Elders have the integral role of guiding both ranger teams and sharing their extensive knowledge of Murujuga land, culture and heritage with the rangers. The Circle of Elders often accompany rangers on country to impart knowledge in varying situations and support them in their ranger duties.



The MAC ranger program is a key initiative in managing our land and sea and keeping our culture strong.

MAC intends to strengthen our ranger program through the following:

- Expand ranger capacity and management area to include the northern Burrup and islands
- Leadership roles within the Murujuga National Park, including becoming authorised officers or wardens
- Heritage and environmental site monitoring and recording
- Exploring ranger exchange options
- Australian Research Council (ARC) research programs
- Conduct official monitoring of Rock Art Monitoring Strategy.



Six new rangers also commenced employment mid 2020 and for the remainder of the year are focused on the following:

- Gaining more on country experience
- Successfully completing course studies in Cert III Conservation Land Management
- Proactively increase rock art and cultural awareness opportunities
- Proactively increase school visits and presentations to local youth.

# Key Achievements

## "Site L" Land Reclassification & Ownership

**OUR AIM:** Negotiate the reclassification of the 221-hectare parcel of land known as "Site L" from Industrial to National Park zoning, and regain freehold ownership of the land to ensure its continued protection.

**ACHIEVED:** Rezoning approved and the land returned to MAC for management and protection as part of Murujuga National Park.



## Murujuga Cultural Awareness Induction Relaunch

**OUR AIM:** Update and diversify the way we deliver our Cultural Awareness Inductions to enable a modern education and knowledge sharing platform while creating new revenue from paid inductions by the commercial and tourism sectors.

**ACHIEVED:** Updated induction launched on new platform with payment portal and promoted to industry and broader community.

## New Strategic Plan

**OUR AIM:** Create a modern and realistic outlook for MAC that will lead us into the future.

**ACHIEVED:** The Board of Directors developed a new strategic plan, vision, mission and objectives which are now in place.

## COVID-19 Response & Grocery Card Supplement

**OUR AIM:** Support and protect members during Coronavirus (COVID-19) and collaborate with community partners to share resources in order to delivery health and welfare support programs as effectively as possible.

**ACHIEVED:** MAC and the Board delivered the once-off Special General Grocery Supplement initiative to members valued at \$456,950 and worked with a number of Pilbara organisations to deliver support to remote Pilbara towns and communities.



## Business & Employment Development Unit (BEDU) Launched

**OUR AIM:** Work with industry partners and broader businesses to facilitate more business and employment opportunities for MAC members.

**ACHIEVED:** The BEDU has been activated, a Businesses & Employment Officer employed, the first Murujuga Expo held, and a number of positive employment outcomes already achieved.

## Development of Murujuga Commercial Ltd

**OUR AIM:** Create a new Murujuga Group company with a Board of Directors who are purely focussed on generating economic sustainability for MAC and will collectively investigate, pursue and operate commercial ventures.

**ACHIEVED:** New company set up and incorporated, and recruitment of Board of Directors in progress.

## Deep History of Sea Country Research

**OUR AIM:** Work with scientists and archaeologists to share relevant cultural knowledge and support underwater research and discovery efforts on Murujuga sea country.

**ACHIEVED:** Australia's first underwater heritage site discovered. The announcement received international interest and media coverage from New York to Qatar.

## Tentative UNESCO World Heritage List

**OUR AIM:** Effectively collaborate with submission partners to submit the initial World Heritage List application for Murujuga's Cultural Landscape and achieve the first major milestone in the listing process.



**ACHIEVED:** Submission accepted, and Tentative World Heritage List successfully achieved.

## Murujuga Tourism Program Progression

**OUR AIM:** Work with project partners to progress the program and obtain initial support and funding for its development and management from the State Government and industry.

**ACHIEVED:** Program progressed to design phase and major funding contributions confirmed.

## Murujuga Ranger Program

**OUR AIM:** Strengthen the ranger program to ensure it effectively manages our land and sea country while keeping our culture strong.

**ACHIEVED:** Murujuga Ranger program developed with strategic objectives, six new rangers, a Ranger Coordinator and a Ranger Program Manager successfully recruited.

## Members Conducting Heritage & Land Monitoring Surveys

**OUR AIM:** Create new on country jobs for members by initiating contracts with industry for heritage and land monitoring surveys to be conducted on BMIEA land.

**ACHIEVED:** Multiple surveys conducted by 68 members resulting in \$307,729.50 in survey wages.

## MAC's Organisational Staffing Restructure

**OUR AIM:** Strategically build the MAC staff base to align the organisational structure with the organisations new objectives and create new employment opportunities within MAC.

**ACHIEVED:** New strategic organisational structure developed with a number of new roles created, and recruitment progressing when required.

## Nganjarli Rock Art Viewing Boardwalk & Trail Constructed

**OUR AIM:** Deliver the first Murujuga National Park recreational infrastructure to help protect and preserve our rock art, heritage and culture, and educate visitors to Nganjarli.

**ACHIEVED:** The Nganjarli Rock Art Viewing Boardwalk and Trail was completed and officially opened in July 2020.



## Western Australian Museum Exhibition

**OUR AIM:** Work with the Western Australian Museum to curate some of Murujuga's stories in order to share our knowledge and help museum visitors understand the importance of protecting our heritage, culture and land.

**ACHIEVED:** Stunning Murujuga images and rock art replications will be on display at the Western Australian Museum in November 2020.

## Murujuga Expo 2020

**OUR AIM:** Develop an annual event to promote employment and businesses opportunities for our rangers, members and the broader community.

**ACHIEVED:** The first Murujuga Expo was successfully held in July 2020 at the Roebourne TAFE.

## Member & General Communications Strategy

**OUR AIM:** Create professional and effective communication processes to ensure MAC is consistently liaising with members, and engaging with stakeholders and broader community.

**ACHIEVED:** Member and stakeholder contact details regularly updated, and a range of regular communication tactics implemented to clearly articulate opportunities and achievements via newsletters, the website, social media pages, letters, the annual report, media opportunities etc, and an update to the MAC logo, style guide, corporate materials and uniforms.

# Financial Report

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

	2020 \$ AUD	2019 \$ AUD
Total income for the year	7,430,533	4,568,851
Total expenses for the year	5,003,663	3,295,911
<b>TOTAL SURPLUS FOR THE YEAR</b>	<b>2,426,870</b>	<b>1,272,939</b>

	2020 \$ AUD	2019 \$ AUD
<b>Assets</b>		
Cash and cash equivalents	15,478,372	14,420,518
Receivables and other current assets	701,415	749,235
Investment Property	12,740,000	10,725,000
Property, plant and equipment	555,618	217,301
	<b>29,474,405</b>	<b>26,122,054</b>

	2020 \$ AUD	2019 \$ AUD
<b>Less: Liabilities</b>		
Trade and other payables	782,668	796,717
Revenue received in advance	12,971,593	11,636,364
Borrowings	4,637,787	5,032,485
	<b>18,392,048</b>	<b>17,465,566</b>

<b>NET ASSETS</b>	<b>11,083,358</b>	<b>8,656,488</b>
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# Abbreviations & Acronyms

Use	Formal term	Use	Formal term
<b>4WD</b>	Four wheeled drive	<b>DWER</b>	Department of Water and Environmental Regulation
<b>Aboriginal Heritage Act</b>	Aboriginal Heritage Act 1972	<b>EPIC</b>	Empowering People in Communities
<b>AGM</b>	Annual General Meeting	<b>Environmental Protection Act</b>	Environmental Protection Act 1986 EPBC Act
<b>BEDU</b>	Business and Employment Development Unit	<b>EPBC Act</b>	Commonwealth Environment Protection and Biodiversity Conservation Act 1999
<b>BMIEA</b>	Burrup and Maitland Industrial Estates Agreement	<b>ICN</b>	Indigenous Corporation Number
<b>CATSI Act</b>	Corporations (Aboriginal and Torres Strait Islander) Act 2006	<b>ICOMOS</b>	International Council on Monuments and Sites
<b>CEO</b>	Chief Executive Officer	<b>MAC</b>	Murujuga Aboriginal Corporation
<b>CoE</b>	Circle of Elders	<b>MLSU</b>	Murujuga Land & Sea Unit
<b>CRCNA</b>	Cooperative Research Centre for Developing Northern Australia	<b>Mining Act</b>	Mining Act 1978
<b>COVID-19</b>	Coronavirus	<b>MPC</b>	Murujuga Park Council
<b>DBCA</b>	Department of Biodiversity, Conservation and Attractions	<b>MTP</b>	Murujuga Tourism Program
<b>DEC</b>	Department of Environment and Conservation (formerly Department of Conservation and Land Management, CALM)	<b>PBC</b>	Prescribed Body Corporate
<b>DPIRD</b>	Department of Primary Industries and Regional Development	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>DIA</b>	Department of Indigenous Affairs	<b>Wildlife Conservation Act</b>	Wildlife Conservation Act 1950
		<b>WHL</b>	World Heritage Listing



“NGAYINTHARRI GUMAWARNI NGURRANGGA”  
WE ALL COME TOGETHER FOR COUNTRY



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