



*WINNER OF THE 2003 PRIME MINISTER'S AWARD FOR
COMMUNITY BUSINESS PARTNERSHIP*

Business Plan | 2005 - 2008

As at June 2005



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Business Plan 2005 – 2008

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A sunset scene with a bright sun low on the horizon, casting a warm orange glow across the sky. The foreground shows dark silhouettes of trees and hills against the bright light of the sun.

Vision and Mission Statement

Investing in Our Culture

To provide “wealth creation” and alleviating poverty among Aboriginal people, by seeking and nurturing commercial opportunities which could then channel funds back into the Aboriginal community of the *Western Pilbara Region*.



2. EXECUTIVE SUMMARY

The Ngarda Ngarli Yarndu Foundation Inc. (the Foundation) Business Plan addresses the business direction, strategies and planned achievements for the period 2005 – 2008.

The Foundation's vision is in sustainable development as a means of enhancing our reputation as the leader in Aboriginal economic development and wealth creation.

Our focus is to run our business efficiently and in a sustained and consistent manner. Socially our community involvement will be conducted in a manner displaying accountable, transparent and trustworthy actions.

We will continue our development of the Foundation by maintaining the Aboriginal participation in our operations.

Our revenue base will be largely dependent on our commercial investments which deliver long term returns.

The property and income of the Foundation shall be applied solely towards the promotion of the objects of the Foundation and no part of that property or income may be paid or otherwise distributed, directly or indirectly, to members, except as bona fide remuneration for services rendered or expenses incurred on

3. INTRODUCTION

3.1 Corporation Profile

From the dissatisfaction and the lack of progress in economic development for Aboriginal people in the *Western Pilbara Region*, the concept for an independent body with a mandate to seek and nurture commercial opportunities was established by the Aboriginal and Torres Strait Islander Commission's (ATSIC), Ngarda-Ngarli-Yarndu Regional Council (NNYRC), named the Ngarda-Ngarli-Yarndu Foundation¹.

ATSIC was established in 1990 by the Commonwealth Government of Australia, NNYRC is one of ATSIC's regional councils to service the Aboriginal needs of the Western Part of the Pilbara region of Western Australia.

The NNYRC established four wards East Pilbara, Port Hedland, Roebourne and Ashburton.

The Regional Council has been entirely reliant on different forms of government funding since its inception.

Because of this reliance, and with decisions affecting this remote region being made by Centralised public servants, ideas were developed by the Regional Council to seek and nurture commercial opportunities, and to be less reliant on government funding.

¹ The name means, "belong to us" in the local Yindjibarndi language

Ngarda–Ngarli -Yarndu Foundation Inc (the Foundation) was incorporated the 20th October 2000. The corporation is legislated under the Western Australia Association Incorporation 1987 (Section 1).

The object of the Foundation "is to alleviate poverty among Aboriginal people in the Region by supporting long term indigenous development"².

The corporation covered the area known as the then “Ngarda – Ngarli - Yarndu Region” means the Ngarda – Ngarli - Yarndu Regional Council ATSIC electoral boundaries. (Appendix 1)

The announcement by the Australian Government to abolish ATSIC by 30 June 2005, the Foundation has amended the constitution.

The current constitution consists of ATSIC NNY Regional Councillors being the majority of Committee of Management, which qualifies them for membership of the Association

The Foundation will continue to represent the NNY Region, which will now be known as the *Western Pilbara Region*.

² Ngarda-Ngarli-Yarndu Foundation's Constitution, 2000

3.1.1 Responsibilities / Objectives

The responsibilities and objectives of the Foundation are to alleviate poverty among Aboriginal people in the *Western Pilbara Region*. The Foundation sets about achieving this by:

- Providing wealth creation for the Aboriginal people of the *Western Pilbara Region* via dividends to the Foundation;
- Raising funds directly by making commercial investments which deliver long-term returns;
- Creating employment opportunities for the local community; and
- Directing funds back into the community through social and economic areas for the provision of:
 - (a) Health facilities and services;
 - (b) Education and training facilities and services;
 - (c) Employment opportunities;
 - (d) Economic opportunities;
 - (e) Preservation of culture; and
 - (f) Any other initiatives that work towards the alleviation of poverty for the Aboriginal people in the *Western Pilbara Region*.

3.1.2 Key Activities

The Foundation's key activities currently include:

- Contract Mining
- Program Management – Remote Areas Essential Service (W.A.)
- Financial Planning & Accounting Services
- Employment & Training Services
- Passive Investment

Proposed future key activities;

- Tourism
- Non – Mining Activities
- Pastoral Industry
- Government Service Provider
- Aboriginal Artefacts
- Funeral Service

3.1.3 Key Clients

Our key clients that we are involved with and who want to work with us:

- Rio Tinto Group of Companies
- Newcrest Mining
- Australian, Western Australian & Local Governments
- Parson Brinckerhoff
- Shellborough Investments
- BHP Billiton – Iron Ore & Petroleum
- Chevron Texaco
- Woodside
- Mermaid Marine
- Pilbara Pastoral Industry

4. ORGANISATION STRUCTURE

4.1 Committee of Management - Current

The affairs of the Foundation are managed exclusively by a Committee of Management which consists of representatives from each of the then NNYRC Wards.

Two community representatives are appointed through a nomination process. A special adviser with appropriate skills is also appointed to support the committee and provide expert business advice.

The Committee of Management shall have the ability to appoint an ex-officio non Aboriginal member as deemed necessary. Currently the committee of management consists of eight (8) members.

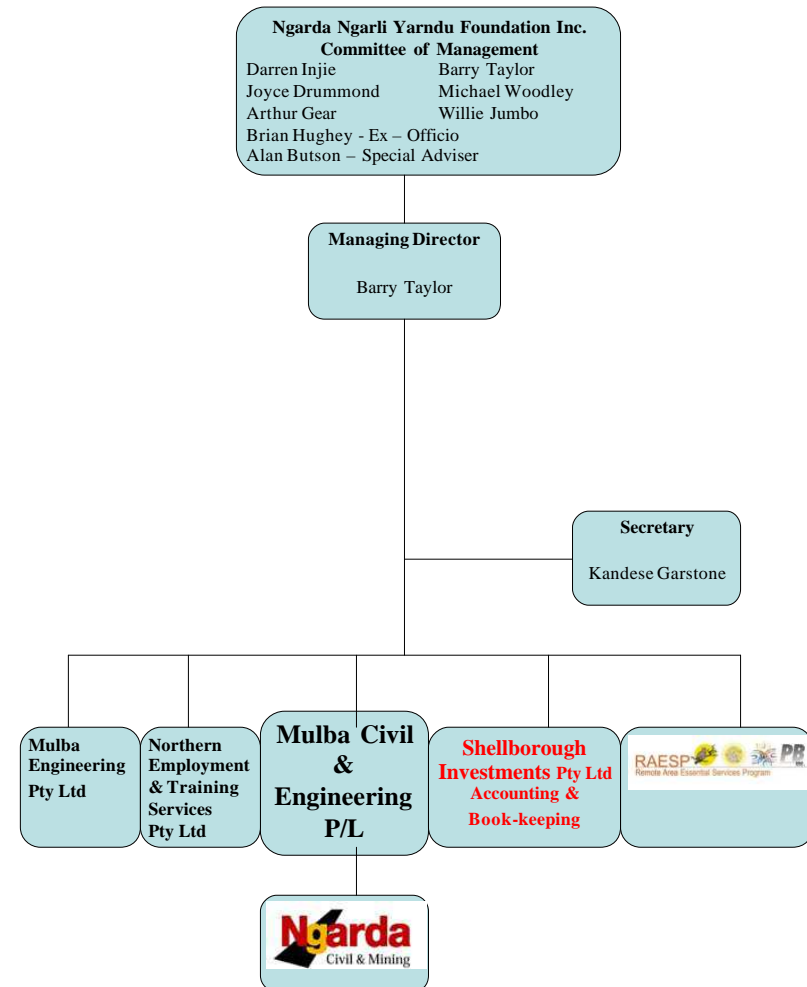
4.1.1 Committee of Management – Proposed

With the abolition of ATSIC, to ensure the viability and success of the Foundation, a revision of the constitution was undertaken.

The current constitution consists of ATSIC NNY Regional Councillors being the majority of Committee of Management, which qualifies them for membership of the Association.

The abolition of ATSIC would mean such body as is established to replace it, may assume responsibility for appointing the Committee of Management, and/or have ownership of the association?

Current Organisation Structure

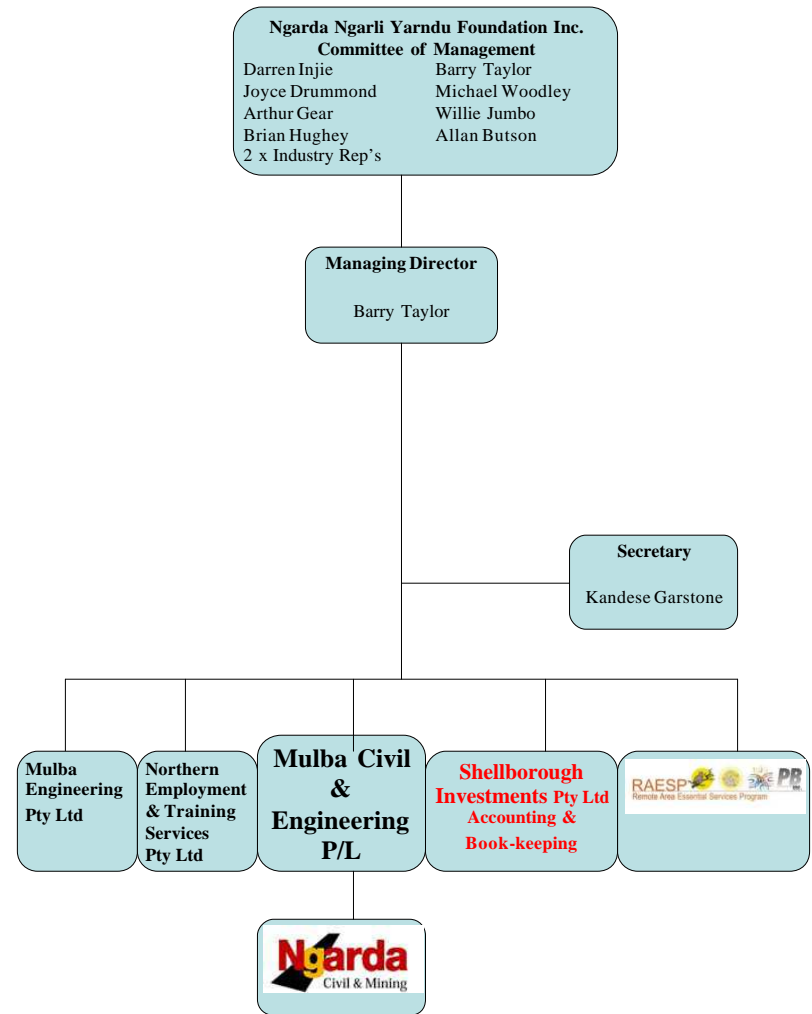


The new proposed structure has recommended:

- that the Membership of the Association is open to all current Committee members;
- current Committee of Management remain for an additional two years, with a mandate of:
 - reviewing the electoral boundary;
 - qualifications for membership;
 - seek nominations from Aboriginal Corporations in each Ward to nominate;
 - and appointing new Committee of Management after two year term expires;
- a Special Adviser to be retained in an ex-officio capacity; and
- Appoint two representatives from Executive Levels to the Committee of Management from the Mining and Oil and Gas industry.

This will consist of ten Committee of Management. The revised structure enhances the Foundation’s opportunities both financially and client portfolio prospects, and remains democratic, representing the indigenous community of the *Western Pilbara Region*.

Proposed Organisation Structure



4.1.2 Entity Structures

The Foundation's business ventures has a number of Proprietary Limited Companies, with a constitution adapted to the needs of the shareholder, and to protect the Non Profitable status of the Association:

Mulba Civil & Engineering Pty Ltd (MCE)

25% Shareholder Ngarda Civil & Mining Pty Ltd)

Australian Business Number: 81 096 206 254

Registered: 14 March 2001

Type of Entity: Private Company

MCE the company is a separate legal entity, which has two Directors (Darren Injie & Barry Taylor) and a company secretary (Allan Butson).

The directors are Committee Members of the Ngarda Ngarli Yarndu Foundation Inc., the Foundation are 100% shareholders of MCE. MCE is party to their respective shares in, and the management and administration of Ngarda Civil & Mining Pty Ltd.

The shareholder owns MCE, but it is the directors who control the way in which the company operates.

The directors were appointed by the registered shareholder (NNYF), which vest directors with significant power to manage the affairs of the company on behalf of the shareholder.

A proprietary company must have two directors.

The company has been formed through a formal process requiring the lodgement of appropriate documents with Australian Securities & Investments Commission (ASIC), the general law as a separate entity treats the company.

Ngarda Ngarli Yarndu Foundation Inc.

Purchase Lot 5529 Kangan Way Wedgefield, South Hedland

The above property was purchased in August 2001. The certificate of title has been registered by ATSIIC.

The certificate will be held by ATSIIS until such time as the loan is repaid in full.

The Foundation purchased the property for the purposes of Garaging Mining Equipment. It has leased the property to Ngarda Civil & Mining on a long-term lease which commenced in March 2002.

4.1.3 Employees

The organisation's businesses were essentially managed in an adhoc manner by Regional Council for over three years.

The Foundation's workload, administrative arrangements and the abolition of ATSIC has dictated the appointment of a Managing Director. The Managing Director's appointment is to provide the business skills to the corporation and to keep overheads to a minimum.

Combined with the changes to ATSIC, and to incorporate a revised structure of the organisation, the MD appointment will ensure a constant management structure is maintained on all aspects of the association.

5. ANALYSIS OF THE ENVIRONMENT

5.1 External Environment

The current **Political** climate with the abolition of ATSIC would mean such body as is established to replace it, may assume responsibility (i.e. Government Agency) for appointing the Committee of Management, and/or have ownership of the association?

The general **Economic** climate, in particular the Pilbara region of Western Australia, contains significant economic development opportunities and favours the future of the Foundation.

Industry and Government are favourable towards ventures that includes Indigenous partners.

The **Social and Environmental** climate has certain impacts on the Foundation. The general social attitude of all stakeholders in the Pilbara area tends to be in favour of Indigenous involvement in the general economy. The Foundation is well positioned to provide beneficial impacts.

The Pilbara also contains significant economic development opportunities and, sadly, a significant number of people who are not able to participate in these opportunities.

In many ways the Pilbara has a dual economy: It contains a resource sector that is currently enjoying boom-times, alongside an Indigenous population with extremely high levels of unemployment and poverty.

Indigenous participation for example in the mining sector appears to be growing—albeit slowly—and there are mining companies and contractors that have demonstrated a commitment to Indigenous employment through innovative schemes.

Competition - The Foundation will compete with other indigenous organisations in the region in relation to economic & social development, in particular Native Title claimants and Government funded organisations, such as the Community Development & Employment Program (CD&EP).

The Foundation's diverse range of business investments distinguishes it from Native Title claimants and Non government organisations.

However, to the contrary, the Foundation's through its business arms has assisted Indigenous companies and organisations with management and technical skills.

For example the Hedland CD&EP, which provides a Gardening and & Maintenance service to BHP Billiton in Port Hedland, Ngarda Civil & Mining (Ngarda) provides a Supervisor and other related management and safety systems to add value to the contract.

Ngarda has also offered similar management assistances to Gumala Aboriginal Corporation and Indigenous Mining Services; two Pilbara based Aboriginal commercial ventures providing contract services to the mining industry.

The Foundation through its business investment portfolios employs 106 Indigenous employees in the Pilbara region.

The Foundation since its inception, has created many employment opportunities for indigenous people of the Pilbara region, and has given opportunities for indigenous people to show their skills, receive remuneration accordingly, provide for their families and lead their community with pride.

Where operations involve Aboriginal communities outside the *Western Pilbara Region*, it is planned to consult and involve them in employment and economic opportunities.

To continue to grow the workforce there has to be a united representation of the *Western Pilbara Region* people and the Foundation appear to be the only organisation representative of the wider region.

5.1.2 The Business Environment

Available Resources - major constraints that face the Foundation's growth will be the availability of capital and continuous availability of an Indigenous workforce.

The Foundation lack's access to financial markets, which make business prospects more difficult and more risky. Ngarda Civil & Mining Pty Ltd for example, a mining contract firm servicing the mining industry in the Pilbara, of which the Foundation is a 25% shareholder is a very capital intensive business.

Ngarda has indicated to the shareholders that approximately \$25 million in capital is required over the next two years to expand to its potential.

Financiers it seems are unwilling to take a perceived risk with a new company. To enable Ngarda to achieve this planned growth over the next 2 – 3 years all shareholders will be required to provide either guarantees or capital.

Special financial support strategies and services are needed to help Indigenous People and organizations to compete in the regional economy, but compete they must; and competition implies participation.

There are supply-side barriers to Indigenous economic and employment development that undermine the potential of growth and partnerships.

Skill deficiencies (e.g., limited employment experience), barriers resulting from previous experience (e.g., loss of driver's license), as well as social and personal barriers (e.g., alcohol and drug abuse) contrive to prevent Indigenous people from enjoying the full benefits that the Foundation's business investments offer them.

Removing the obstacles and overcoming the constraints (such as access to finance, poor education and limited employment) to participation are fundamental.

Potential Clients - The intended strategy for the Foundation operations is to favor potential joint ventures as the future of the Foundation, in particular large scale business opportunities.

Joint Venture partners have indicated a willingness to involve the Foundation in their operations and negotiations for specific contracts.

Joint Venture partners provide certainty with major clients, With Technical and Business Strengths, experience, profile and Market opening, access to capital, people and clients.

The Foundation has secured a number of successful Joint Ventures with Public Listed Company's such as Henry Walker Eltin (HWE) and the Commonwealth Government Indigenous investment body, Indigenous Business Australia (IBA).

This joint venture is carried out through a propriety company Ngarda Civil and Mining Pty Ltd, a mining contract firm servicing the mining industry in the Pilbara. The joint venture consists of HWE 50%, IBA 25% and NNYF 25%.

The Foundation has a first right of refusal on the IBA interest, through its Shareholder Agreement and Shareholder Loan Agreement. Shareholders have agreed that their loans to the company cannot be encumbered to another party without the written agreement of all others.

The Foundation welcomes the opportunity to participate in joint ventures where it provides technical and operating experience with training and employment initiatives that deliver benefits to local communities and project developers. Ngarda Civil & Mining currently employ 120 employees, which consist of 102 Indigenous employees.

Other joint ventures includes;

- The Western Australia State Government contract for the management and coordination of the repair and maintenance of water supply, sewerage and power supply, and a capital works program to remote Aboriginal communities in WA, with partners Parsons Brinckerhoff (a professional engineering firm).
- A partnership formed with an accounting firm Shellborough Investments to provide accounting and financial services.

Other potential clients that have verbally indicated their willingness to involve the Foundation in J/V's are Mermaid Marine and United /KG

6. SWOT ANALYSIS both personal and business

Refer to the Key Performance Indicators (KPI) analysis to establish how these SWOTS will be managed

NNYF office South Hedland

6.1 Personal

Strengths

- Established and Focussed Committee of Management
- Partners provide a Broad Skills Base
- High Aboriginal Employment Ratio
- Clients gain Direct Community Involvement
- Personal Rapport with Clients & Community
- Only Aboriginal Commercial organisation that represents the entire Western Pilbara Region

KPI's - Barry Taylor has been appointed Managing Director of the Foundation and the Hedland ward representative.

Committee of Management:

Arthur Gear -	Chairperson of the NNY ATSI Regional Council;
Willy Jumbo -	East Pilbara Ward;
Darren Injie -	Ashburton Ward;
Michael Woodley -	Roebourne Ward
Joyce Drummond -	Roebourne Ward;
Allan Butson -	Special Adviser/Business Services Manager
Brian Hughey -	General Manager NCM – Ex Officio

These people bring together appropriate skills and capacity to manage the interests of the Foundation. All members are very well respected in the community and provide strong leadership. These people know what is needed and have the determination to put it all in place. The Foundation is in the process of appointing two industry representatives.

Weaknesses

- Uncertain Financial Status of the Foundation
- Lack of Business Management skills Committee of Management
- Change of personal within the Committee of Management

KPI's - The Foundation is continually breaking new ground in commercial opportunities for the committee of management members; there will be situations that arise that are unfamiliar to many of the committee members.

Any weakness on the board of the Foundation will be countered by the Special Adviser, Ex – Officio and Industry appointments, and by providing business management training.

Opportunities

- Growth spurt in the Foundation
- Services can be diverse and can be extended to include:
 - Tourism
 - Non – Mining Industry
 - Alliance/JV's with other Aboriginal groups in the area
 - Becomes a “Blueprint” for Aboriginal ventures elsewhere

KPI's - The development of the foundation will create new opportunities for personal development, independence, employment, training and improved skills.

Threats

- Finite Lifespan of the current Economic Boom within the Resource Sector
- Conflict amongst the Different Aboriginal groups / communities
- Change in the Federal Government policy in relation to employment & training
- Inability of the Foundation to align with Joint Venture partners

KPI's - There could be a threat to the people of the community and the committee of management if ongoing communication and reinforcement of the long term goals is ignored.

The current committee is very aware of this factor, and will ensure continuous consultation and dissemination of information is provided to the wider community of the Western Pilbara Region.

BUSINESS

Strengths

- Established and Focussed Management Team
- Partners provide a Broad Skills Base
- High Aboriginal Employment Ratio
- Clients gain Direct Community Involvement
- Personal Rapport with Clients
- Negotiated contracts provide stable margins
- Community is partner in the organisation
- Administrative support and employment opportunities

KPI's - The Foundation will be directed by Aboriginal representatives from the *Western Pilbara Region*. The administration has been established in South Hedland with a Managing Director appointed by the Committee of Management.

Whilst the Management Committee will change from time to time, the overall strengths will come from the direct association with solid and strong governance, reinforcement of Aboriginal participation, maintaining our status as the leader in employment and career opportunities for Aboriginal people in the region and joint venture partners that provide broad base skills.

Weaknesses

- Limited access to capital
- Lack of Business Management skills by Committee of Management for future expansion
- Uncertain financial future of the Foundation

KPI's - Any weakness on the board of the Foundation will be countered by the Special Adviser, Ex – Officio and Industry appointments.

Opportunities

- Growth spurt in the Foundation
- Substantial Increases in Turnover
- Alliance type Mining Ventures can be explored
- Consistent Margins will sustain Organic Growth
- Services can be diverse and can be extended to include:
 - Tourism
 - Non – Mining Industry
 - Alliance/JV's with other Aboriginal groups in the area
 - Becomes a "Blueprint" for Aboriginal ventures elsewhere

KPI's - There will be many opportunities at all levels of the Foundation's for Aboriginal people and all employees of the organisation. This will then flow onto increased skill levels in the Aboriginal communities. The Foundation has a commitment to ongoing training.

Threats

- Finite Lifespan of the current Economic Boom within the Resource Sector
- Conflict amongst the Different Aboriginal groups / communities
- Inability of the Foundation to align with Joint Venture partners
- Joint Venture partners may become disillusioned with Foundation
- Mining Companies / Clients may become disillusioned with Foundation
- One " Botched" investment will have severe Negative impact for the Foundation
- Potential for domination by Joint Venture partner

KPI's - Where operations involve Aboriginal communities outside the *Western Pilbara Region*, it is planned to consult and involve them in employment and economic opportunities.

Any weakness on the board of the Foundation will be countered by the Special Adviser, Ex – Officio and Industry appointments.

7. FINANCIAL STRUCTURE

The Foundation's income is derived from its business investments.

The Foundation's new office located at Unit 4/18 Tonkin Street, South Hedland is a cost centre for the foundation, which expenditure occurs with the appointment of a Managing Director and other associated costs involved in the office operations.

7.1 Financial commitments

Loan Purpose

To purchase a 25% share in the Company known as Ngarda Civil & Mining Pty Ltd.

ATSIC approved on 28 May 2001, loan fund's of \$500,000 for the organisation to assist the approved activities listed above for the purpose of furthering the social, economic and/or cultural development of aboriginal persons or Torres Strait Islanders.

ATSIC Loan Repayment Advice of Repayments, until otherwise specified, the rate of interest applicable to the loan is 6.6% per annum, and will be as follows:

Period of Loan:	Ten Years
Number of Instalments:	Twenty equal six monthly principal and interest instalments of \$34,086.00
First Instalments:	15 June 2002
Final Repayment Date:	15 December 2011

7.1.1 Cash Flow Budgets

Attached Appendix 2

Taxation analysis

The joint venture company will pay tax on profits at the appropriate company tax rate.

MARKETING STRATEGY and COMMUNICATION PLAN

The Foundation intends to progressively promote its presence and activities from its new office and through its member communities. It will provide our intended stakeholders or groups with the opportunity to involve the Foundation in their operations

Stakeholder or Group	What will be Communicated	Method of Communication	Responsibility	Frequency	Feedback Mechanism
Committee of Management/ Directors	<ul style="list-style-type: none"> Financial results for the Company Milestones achieved KPI measures Risk Management Audits Employee Numbers Contractual Reviews 	<ul style="list-style-type: none"> Formal financial statements Written communication Presentations at board meetings Presentations at board meetings Formal financial statements Presentation at board meetings Written Communication 	<ul style="list-style-type: none"> Financial Controller Managing Director Managing Director Managing Director Managing Director Managing Director Managing Director 	<ul style="list-style-type: none"> Quarterly/Bi-annually Quarterly Quarterly Quarterly Annually Quarterly/Bi-annually Quarterly/Bi-annually 	<ul style="list-style-type: none"> Formal feedback in minutes of board meetings
Aboriginal Groups & Communities	<ul style="list-style-type: none"> Milestones achieved KPI measures Risk Management Audits Employee Numbers 	<ul style="list-style-type: none"> Written communication Written Communication Written communication Formal financial statements Written communication 	<ul style="list-style-type: none"> Managing Director Managing Director Managing Director Managing Director Managing Director 	<ul style="list-style-type: none"> Quarterly Quarterly Quarterly Annually Annually 	<ul style="list-style-type: none"> Formal feedback from Community consultation
Financiers	<ul style="list-style-type: none"> Financial results for the Company Financial ratios 	<ul style="list-style-type: none"> Financial statements Written communications 	<ul style="list-style-type: none"> Financial Controller Financial Controller 	<ul style="list-style-type: none"> Bi-annually Bi-annually 	<ul style="list-style-type: none"> Contractual requirement
Employees	<ul style="list-style-type: none"> Performance appraisals Training requirements and/or aspirations Feedback from Management 	<ul style="list-style-type: none"> Appraisal document Written assessments and verbal communications Written and verbal 	<ul style="list-style-type: none"> Committee of Management Direct Supervisor Managing Director 	<ul style="list-style-type: none"> Annually Monthly Daily 	<ul style="list-style-type: none"> Formal and Informal Feedback Training results and certification Informal

Management Succession Plan

To ensure the Foundation continues with its initial success, it must retain the strong Committee of Management team to grow. It is proposed that the current Management remains with the additional appointments as recommended.

Managing Director - Barry Taylor



Barry is a local Nyamal man from the Pilbara region and has over 22 years experience in the Aboriginal industry. He speaks the local dialect of the Hedland region and has traditional and cultural ties in the Pilbara region.

A spray painter by trade, and completed his apprenticeship in Port Hedland. He later was employed for 10 years in the Public Service.

Barry was elected to the Aboriginal and Torres Strait Islander Commission (ATSIC) Ngarda Ngarli Yarndu Regional Council in 1996. In 2002, he was elected to the position of Chairperson for the Ngarda Ngarli Yarndu region.

During his tenure he was elected the Chairperson of the ATSIC WA State Council, a position served with distinction, with a major role in working with the WA State Government in implementing the Statement of Commitment.

Barry has a Business Management background and has owned and managed his own consultancy business prior to being appointed to the Chairperson's position.

Barry is currently a Director of Ngarda Civil & Mining Pty Ltd, a commercially competitive and financially stable earthmoving company based in the Pilbara that offers a unique alternative to the mining industry, in Indigenous employment.

Ngarda has in excess \$50 million in contracts with various companies which include BHP Billiton and Rio Tinto. The company employs 120 people of which 84% are Indigenous. The Foundation is a 25% shareholder through a subsidiary company.

During his tenure as the ATSIC Regional Council Chairperson held a number of government board position which include:

Chairperson -	ATSIC Western Australian State Council
Deputy Chairperson –	Aboriginal Housing Infrastructure Council

Darren Wade Injie - Ashburton Ward



Darren is an Innawonga man from the Hamersley region of Paraburdoo and has over 20 years experience in aboriginal affairs. He speaks the local dialect of Innawonga and Bunjima language, and resides with his family at the Bellary Community, via Paraburdoo.

This is his first term as Regional Councillor. Darren's interest is community development and holds a number of prominent government and

aboriginal community organisations board positions which include:

- Board Member, Pilbara Regional Fund - Western Australia Government
- Board Member – Gumala Aboriginal Corporation
- Director – Gumala Enterprise Pty Ltd.
- Director - Mulba Civil & Eng. Pty Ltd
- Director - ESS/ Gumala Pty Ltd

Arthur Gear - Hedland Ward



Arthur is a Yindjibarndi man whose family have lived in the Port Hedland /Marble area of the Pilbara region. Arthur is currently the Chairperson of the Ngarla Ngarli Yarndu ATSIC Regional Council. He was the Manager at Mulba Radio community radio station and part time DJ.

Arthur holds a number of government and local government positions which include:

- Town Councillor/Deputy Mayor- Town of Port Hedland
- Member- ATSIC WA State Council

Joyce Drummond - Roebourne Ward



Joyce is a Yamatji woman from the Carnarvon area, in the Gascoyne region of Western Australia. This is her first term on Regional Council. Joyce is employed as a Lecturer with the Pilbara TAFE in Roebourne.

Joyce's interest includes Social Justice Issues, Children and Family. She holds a number of prominent government board positions which include:

- Chairperson – ASPPA Committee Roebourne Annexe of Karratha High School.
- Member- Pilbara TAFE Governing Committee.
- Member - Pilbara Ab'l. & Islander District Education Council

Michael Woodley - Roebourne Ward



Michael is a local Yindjibarndi man from the Roebourne / Millstream area of the Pilbara Region. This is his first term as Regional Councillor. Michael interest include Lore & Culture, Education and Enterprise Development.

Michael holds a number of prominent aboriginal organisation board positions which include:

- Chairperson – Ngarliyarndu Birndirri Aboriginal Corporation
- Member - Ngarluma & Yindjibarndi Foundation.

Willie Jumbo -

East Pilbara



Willie is a local Nyamal man from the Pilbara region. This is Willie's first term as Regional Councillor, and was previously the Chairperson of the Mugarinya community, known as Yandeyarra.

Willie's interest include Economic Development, Education and Training and Employment. Willie holds a number of prominent board positions which include:

Chairperson-
Member-

Pilbara Aboriginal Chamber of Commerce
Pilbara Ab'l. & Islander District Education Council.

Brian Hughey -

Ex Officio Appointment



Brian is the General Manager of Ngarda Civil & Mining Pty Ltd a commercially competitive and financially stable earthmoving company based in the Pilbara that offers a unique alternative to the mining industry, in Indigenous employment.

Ngarda has in excess \$50 million in contracts with various companies which include BHP Billiton and Rio Tinto. The company employs 120 people of which 84% are Indigenous. Brian is a Civil Engineer with 30 years experience in the industry.

Allan Butson -

Special Adviser



Allan is the Owner / Director of Shellborough Investment Pty, based in Port Hedland and Geraldton. Shellborough Investments is an Accounting and Taxation Service and a Franchise for H & R Block Accountants.

Allan was appointed the accountant of the Foundation in 2001. He has a Diploma in Financial Planning, Master of Professional Accounting, and currently holds a number of board positions which include:

Managing Director & Head Financial Planner – Wealth Merchants Australia Pty Ltd.

W.A. Representative, Tax Agent Committee – Financial Planning Association of Australia.

Appendix 1

Map of New Western Pilbara Region Boundaries

Ngarda - Ngarli - Yarndu Region

