



YAMATJI

SOUTHERN REGIONAL
CORPORATION

ANNUAL REPORT

2022 - 2023

Acknowledgement

The Yamatji Southern Regional Corporation respectfully acknowledges and pays respect to all the Traditional Owners of the Yamatji Nation. Amangu, Badimia, Hutt River, Mullewa Wadjarri, Naaguja, Nhanda, Wattandee, Widi and Wilunyu Nhanhagardi peoples – together they are the traditional custodians of the Yamatji Nation.

We honour and pay respect to our Elders, who have and continue to play important roles and hold a prominent place in our communities and families. The strength and spirit of our Elders has carried the survival of our people. They are cultural knowledge holders, teachers, survivors, leaders, hard workers, and loved ones. We draw strength from their knowledge and experience in everything from water, land management, cultural knowledge, to justice and everything in-between.

CONTENTS

Our Vision and Purpose	3
About Yamatji Southern Regional Corporation and the Yamatji Nation Indigenous Land Use Agreement	4
• Yamatji Southern Regional Corporation	4
• Yamatji Nation Indigenous Land Use Agreement	4
• Yamatji Nation	4
Chair and Chief Executive Officer's Report	6
Yamatji Southern Regional Corporation Board	8
• Board of Directors	8
• Board Structure	10
• Board Meeting Dates	10
Yamatji Southern Regional Corporation Strategic Plan	11
Governance and People	13
• YSRC Governance Structure	13
• Growth of YSRC Team	14
• Membership Growth	14
• Elders Program Participation	14
Heritage and Culture	15
Lands and Water	16
• Yamatji Land Estate	16
• ILUA Map	16
• Native Title Lands	16
• Yamatji Conservation Estate	17
• Yamatji Water Reserve and Water Projects	17
Land and Sea Rangers Working on Country	19
• Sea Ranger Indigenous Protected Area	19
• Sea Rangers	19
• Land Rangers	21
Creating Economic Prosperity	23
• YEL Business Strategy	23
• 4Ways Fresh Joint Venture	23
Supporting Yamatji Businesses to Succeed	24
• Case Study – Any Moonie Maintenance	26
Financial Summary	27



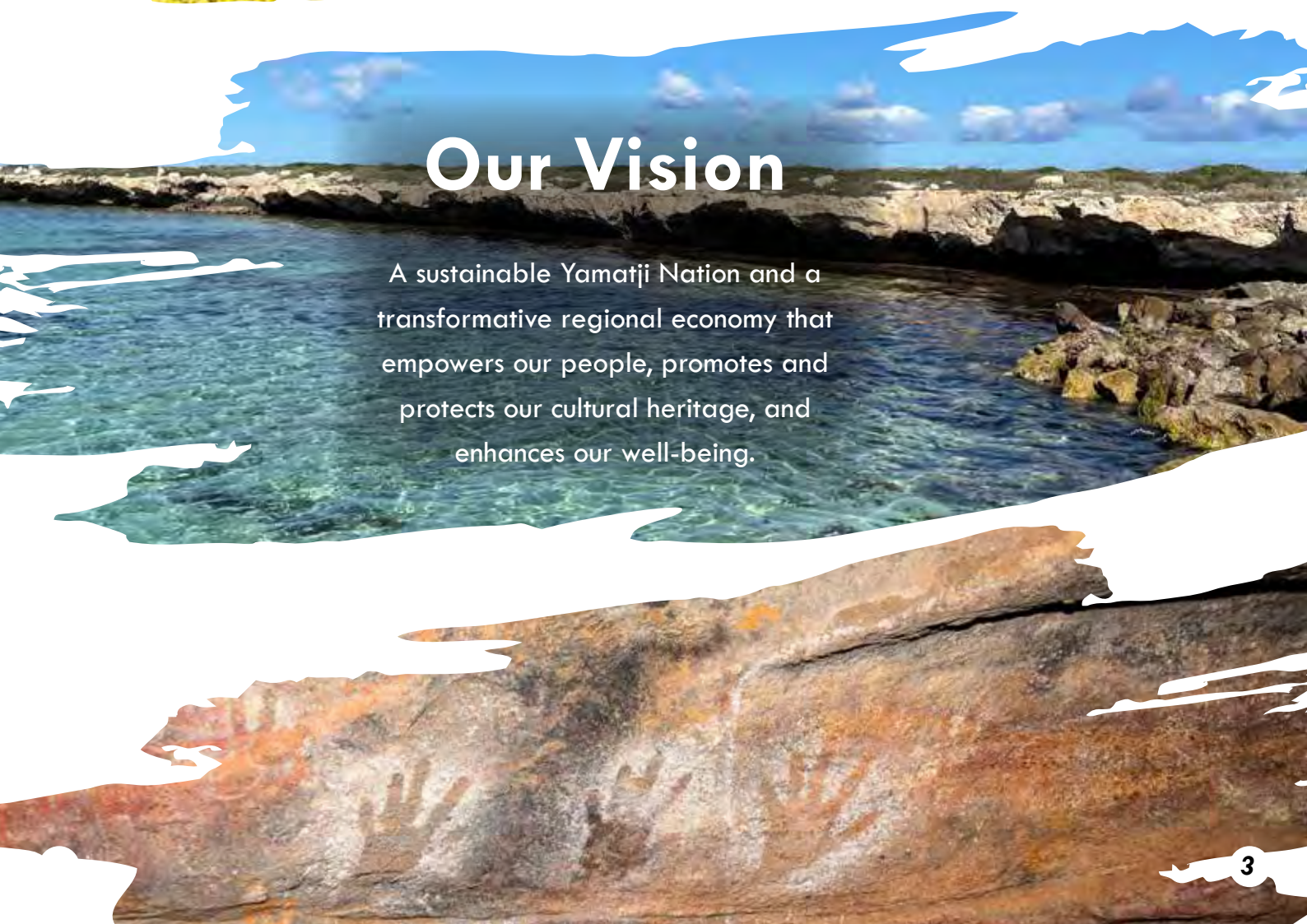
Our Purpose

The purpose of the YSRC and its entities is to deliver social, economic, and cultural benefits, prosperity and well-being for the Yamatji Nation and future generations, through the Yamatji Nation Indigenous Land Use Agreement.



Our Vision

A sustainable Yamatji Nation and a transformative regional economy that empowers our people, promotes and protects our cultural heritage, and enhances our well-being.





About Yamatji Southern Regional Corporation and the Yamatji Nation Indigenous Land Use Agreement

Yamatji Southern Regional Corporation

The Yamatji Southern Regional Corporation Ltd (YSRC) was established in January 2020, as part of the historic Yamatji Nation Agreement with the Western Australian Government. The YSRC is the parent entity of the Yamatji Nation governance structure, which includes Bundi Yamatji Aboriginal Corporation (the Prescribed Body Corporate), Yamatji Enterprises Limited, Yamatji Fund Management Limited, and the Joint Trustee, established under the Yamatji Nation Indigenous Land Use Agreement.

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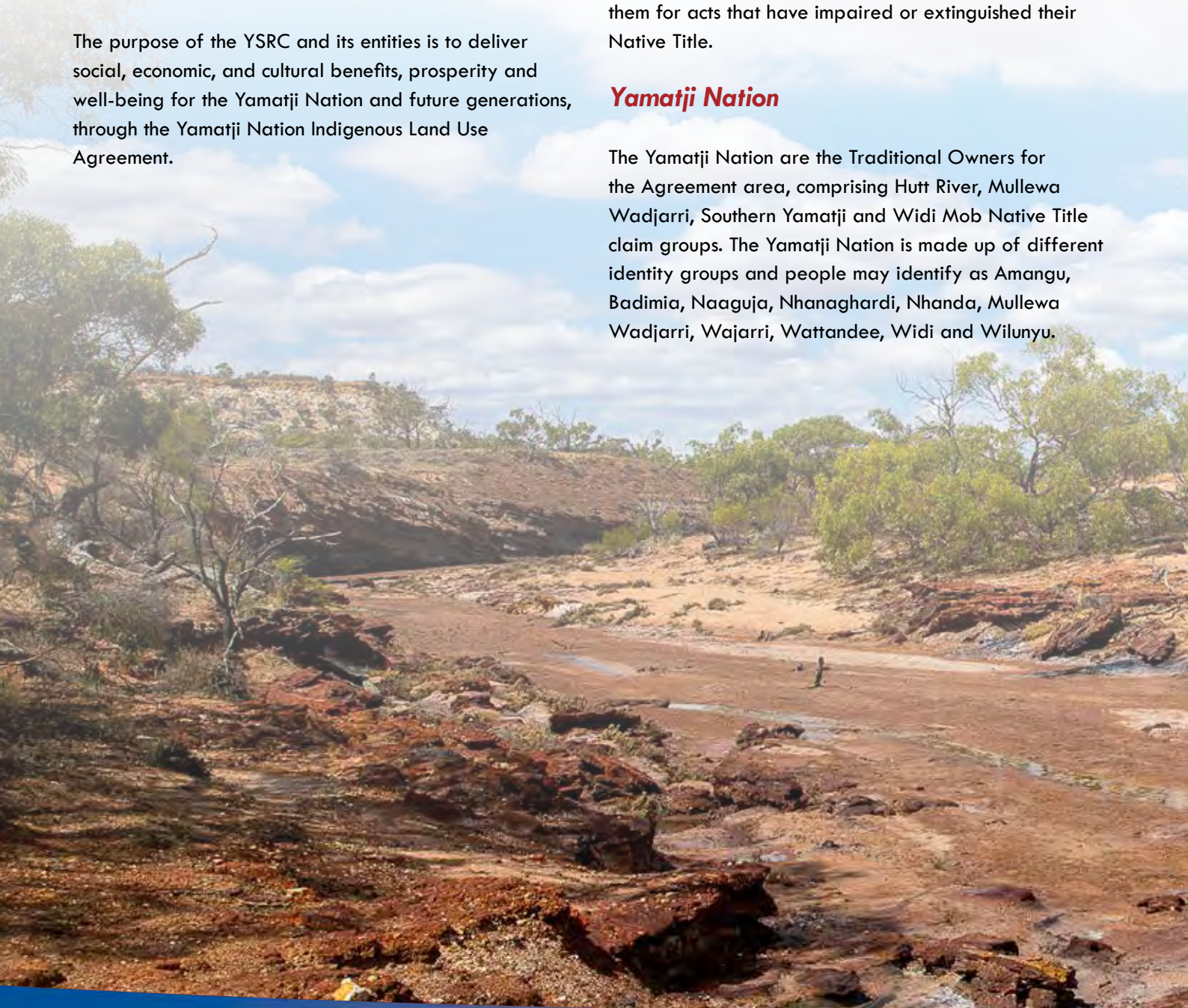
Yamatji Nation Indigenous Land Use Agreement

The Yamatji Nation Indigenous Land Use Agreement, covering more than 48,000 square kilometers of land in Western Australia's Mid West, was signed on 24 February 2020.

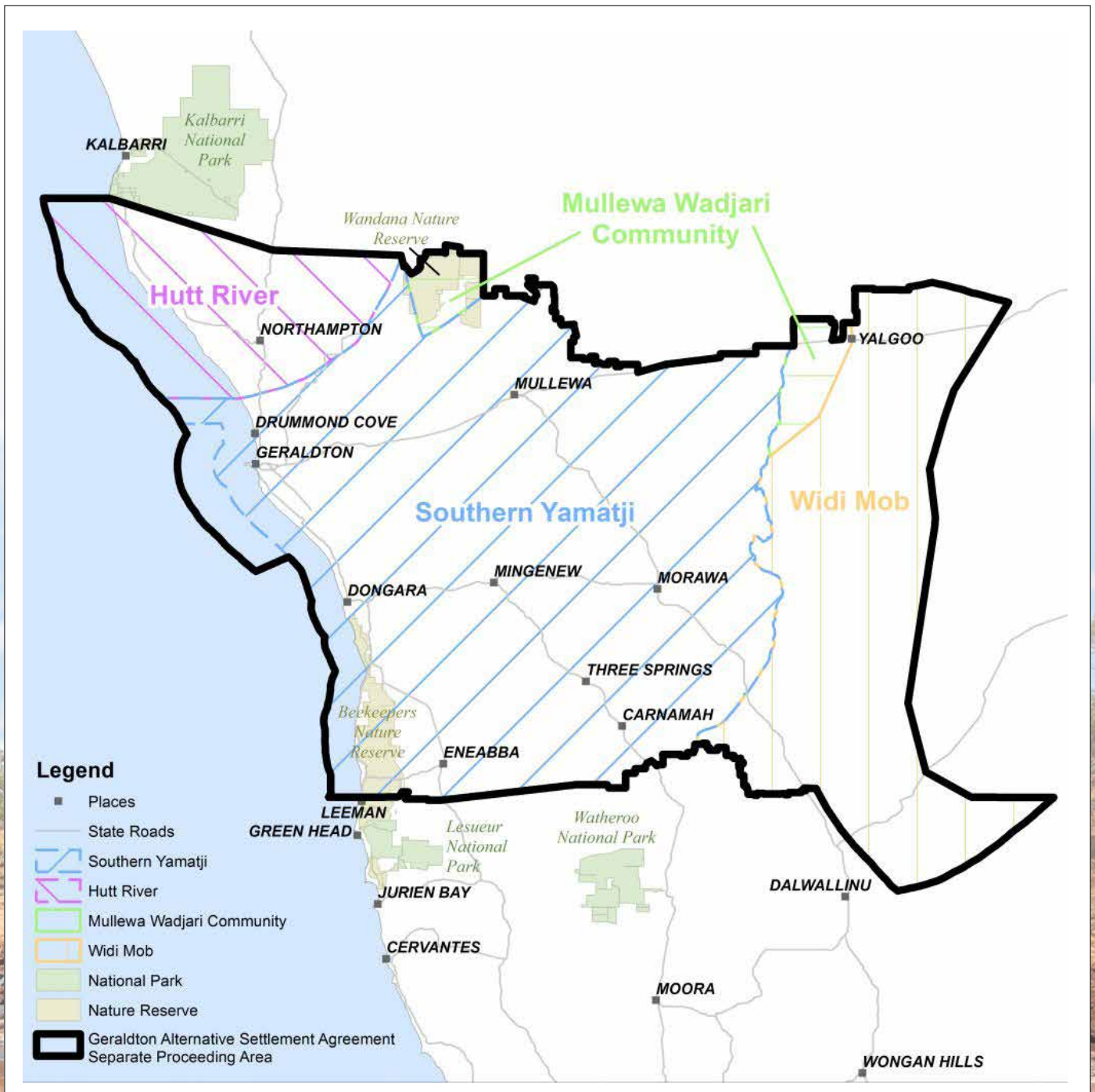
The Agreement provides the people of the Yamatji Nation, via the YSRC and its group of related entities, with an economic package of benefits that compensates them for acts that have impaired or extinguished their Native Title.

Yamatji Nation

The Yamatji Nation are the Traditional Owners for the Agreement area, comprising Hutt River, Mullewa Wadjarri, Southern Yamatji and Widi Mob Native Title claim groups. The Yamatji Nation is made up of different identity groups and people may identify as Amangu, Badimia, Naaguja, Nhanaghardi, Nhanda, Mullewa Wadjarri, Wajarri, Wattandee, Widi and Wilunyu.



Yamatji Country





Chair and Chief Executive Officer's Report

The past year has been both challenging and productive as we work together to prepare the future for Yamatji Southern Regional Corporation (YSRC) and its entities, comprising Yamatji Enterprises Limited (YEL), Bundi Yamatji Aboriginal Corporation (BYAC) and Yamatji Funds Management Limited (YFML), for the benefit of the Yamatji Nation.

Moving forward, there is much to achieve to ensure we maximise the benefits of the YSRC Indigenous Land Use Agreement (ILUA) and make investments that return a sustainable income stream back to the Yamatji Nation for generations to come.

Our key achievements over the past year reflect our commitment to our purpose and include a range of exciting initiatives currently underway, or proposed:

- We established the YSRC Cultural Authority and four Cultural Committees to represent the cultural heritage interests of the Yamatji Nation. They have met regularly throughout the year to collaborate in decision making and provide advice and recommendations in the best interests of Yamatji people.
- Two exciting and innovative economic development partnerships have been formalised that will support education and employment opportunities, promote community well-being, and return revenue to the Yamatji Nation. These include:

1. Yamatji Fresh Produce was formalised as a joint venture between YSRC, Indigenous Business Australia and 4Ways Fresh. This local food production partnership will construct 350 greenhouses and plant cucumbers to make it the largest producer in Australia. It may also grow other crops to fill national supply gaps.

2. Yamatji Water was formalised as a joint venture between YEL and The Right Water Company Pty Ltd and will consider opportunities to develop and benefit from the strategic water reserve as part of the ILUA.

- Assessment commenced on the Yamatji Land Estate as detailed in the ILUA. This has involved reviewing the land types, locations, value, and other matters, together with options for its use and access. This work will continue in the coming months.
- We submitted the Lucky Bay Draft Management Plan to the Western Australian Government and will progress work to finalise the plan in coming months.
- The Joint Management Body, which includes representatives from the four Cultural Committees, met three times during the year to work with the Department of Biodiversity, Conservation and Attractions (DBCA) on how best to manage the Yamatji Conservation Estate.

- The Land Rangers commenced working with DBCA on the Yamatji Conservation Estate to learn to care for Country. The Rangers are also continuing with studies in various fields of conservation.
- The Sea Ranger Program was established, supporting 12 people in the community to undertake training at Geraldton TAFE and complete a range of courses and activities focused on working on Sea Country.
- Lot 601 was formally accepted by YSRC from the Western Australian Government, being prime land on Marine Terrace in Geraldton. Over the next five years, the YSRC will complete an evaluation of the development options with respect to its future use, to ensure the best outcome for the Yamatji Nation.
- Two trainees continued to work with the Department of Water and Environmental Regulation (DWER) to gain skills and knowledge in water management for their future employment and work on Country.
- Elders Cards were distributed over the past year to 644 Elders as part of our Elders Program, which aims to support the cost of services, transport and goods that assist in meeting their needs.
- We welcomed 346 new YSRC Members over the past year and continue to encourage eligible Yamatji people to join YSRC through our community engagement initiatives. There are now more than 1,780 Members and we look forward to welcoming future Members in the year ahead.

The YSRC Board welcomed two new Board members, including myself as a Member Director and Chair commencing in February, and two independent members being Geoff Day and Peter Iancov, who commenced in January 2023. Brett Ingram resigned as Chair and from the Board in June 2023 and we sincerely thank Brett for his commitment and efforts in driving the organisation forward during his time. I will remain as Chair until after the Annual General Meeting, at which time the YSRC Board Chair will be elected.

The Board would like to thank Luka Gray for her dedicated work as Acting Chief Executive Officer during the past year and we welcome our new Chief Executive Officer, Rebecca Girdwood, who joined us in April 2023. Rebecca is focused on developing the planning, financial

and governance foundations needed for the organisation's long-term success. In addition, the YSRC team has grown, with new people bringing the specialist skills we need to deliver on a range of key work programs.

In March of this year, the Board reviewed and developed strategic plans for each of the YSRC entities for the next three years, as well as the horizon plan for 2020-2035. This positions YSRC to meet its obligations under the ILUA and to deliver long term benefits for the Yamatji Nation.

The next 12 months will be focused on meeting the obligations outlined in the ILUA and implementing the robust governance needed to ensure the organisation meets all its obligations for the future. It will also focus on working with Members, proponents, stakeholders, and the community on opportunities that set YSRC up for success for generations to come.

Sadly, the past year has seen the passing of highly respected members of the Yamatji Nation, and we share our condolences with their families and communities. Their contribution to the community and Yamatji Nation will be remembered and celebrated.

We look forward to continuing to work collaboratively for the benefit of the Yamatji Nation and we will never forget the legacy of those who have strived and achieved before us.

Finally, on behalf of the Board, I would like to thank the YSRC team for their dedication and commitment and I look forward to their ongoing achievements and successes in the year to come.



Gareth Ogilvie, Chair



Rebecca Girdwood, Chief Executive Officer



Yamatji Southern Regional Corporation Board

Board of Directors



Gareth Ogilvie - Chairman 2023

Gareth is a Yamatji Nanda man and joined the Board in early 2023. Gareth worked at the Commonwealth Attorney General's Department before taking up the role of Native Title Lawyer at the Kimberley Land Council. Gareth is currently Executive Officer of the Bardi and Jawi Niimidiman Aboriginal Corporation and has an extensive background in Aboriginal corporate governance, regulatory compliance, cultural heritage protection and management, and Native Title negotiation and management.



Raylene Bellottie - Yamatji Expert Director 2021-2025

Raylene is a proud Nanda woman from Yamatji Country with more than 25 years' experience in the banking and finance industry. Raylene is an experienced business coach with significant negotiation and project development expertise. She has been Deputy Chairperson of the First Nations Foundation for the past nine years and is a Member of the Australian Institute of Company Directors (AICD). Raylene is a passionate advocate for maintaining, protecting, and promoting the traditions, laws, languages, culture, Native Title traditions and customs for Yamatji people.



Lorraine Whitby - Member Director 2021-2025

Lorraine is a Yamatji Elder with significant experience in employment and legal services, having served as President of the Aboriginal Legal Service WA, at the Community Development Employment Project in Carnarvon, and at the Perth Employment Enterprise Development Aboriginal Corporation. Lorraine also served as Acting Chairperson, Deputy Chairperson and Regional Councillor for the Aboriginal and Torres Strait Islander Commission (ATSIC) Perth Regional Council and the ATSIC Yamatji Regional Council.



Glenis Little - Member Director 2021-2025

Glenis is a Yamatji woman with extensive experience in the Native Title process and leadership roles in the health system. Glenis is a Director of the Midwest Yamatji Music Aboriginal (MYMAI) First Nations Festival and the Bundiyarra Aboriginal Corporation, and a Committee Member of the Yamatji Marlpa Regional Committee. She served for 20 years on the Amangu Native Title Working Group and was nominated to the Southern Yamatji Working Group that led to the formation of the Traditional Owner Negotiating Team that resulted in establishment of the Yamatji Nation ILUA.



Peter Boehm, Independent Director 2021-2025

Peter is a business leader with local and international appointments as Chair, Non-Executive Director, and Managing Director with listed, private, and for-purpose organisations. A Chartered Accountant with formal qualifications in banking, finance and corporate governance, Peter is passionate about supporting and advancing the interests of Indigenous communities across Australia. Peter is a Fellow of Chartered Accountants Australia and New Zealand (CAANZ), Fellow of the AICD and Fellow of the Financial Services Institute of Australasia (FinSIA).



Geoff Day, Independent Economic Director 2023-2025

Geoff is an aqueous geochemist, geologist, and fluvial geomorphologist with more than 35 years of mining, environmental management, and community/government relations experience across the globe. Geoff has been involved in several community and social development programs and brings key skills to the Board including environment, social and governance (ESG) expertise, project and operations management, government and stakeholder relations, and capacity building of highly functional, multi-disciplinary teams.



Chelsy Atkins - Member Director 2021-2023

Chelsy is a Yamatji Widi Wongi woman dedicated to the preservation and recognition of Australia's First Nations traditional and contemporary culture. Chelsy has worked in community cultural development, communications and negotiation, leadership, strategic planning and implementation, small business ownership and project management.



Delveen Whitby - Member Director 2020-2023

Delveen is a Yamatji woman with significant experience representing her people. Delveen is an experienced negotiator with an extensive background in Native Title and social justice. She has represented the community in a variety of consultancy roles, gaining expertise and insight into best practice models of governance and community development.

Board Structure

YSRC Directors	Yamatji Enterprises Limited (YEL)	Bundi Yamatji Aboriginal Corporation (BYAC RNTBC)	Yamatji Funds Management Limited (YFML)
Gareth Ogilvie	Peter Boehm	Chelsy Atkins	Peter Boehm
Raylene Bellottie	Geoff Day	Lorraine Whitby	Geoff Day
Chelsy Atkins	Raylene Bellottie	Delveen Whitby	Raylene Bellottie
Lorraine Whitby	Peter Iancov	Glenis Little	
Delveen Whitby		Gareth Ogilvie	
Glenis Little			
Peter Boehm			
Geoff Day			

Board Meeting Dates

YSRC	YEL	BYAC (RNTBC)	YFML
4 July 2022	3 & 4 August 2022	1 July 2022	3 August 2022
15 July 2022	10 November 2022	8 July 2022	28 October 2022
11 August 2022	8 March 2023	8 August 2022	11 November 2022
31 August 2022	23 May 2023	10 August 2022	28 June 2023
29 September 2022		13 September 2022	
13 October 2022		3 & 4 October 2022	
20 October 2022		20 October 2022	
10 November 2022		17 November 2022	
12 November 2022 (AGM)		13 January 2023	
12 December 2022		28 February 2023	
12 January 2023		9 & 10 March 2023	
19 January 2023			
3 February 2023			
23 March 2023			
1 March 2023			
14 & 15 March 2023			
6 April 2023			
25 & 26 May 2023			

Yamatji Southern Regional Corporation Strategic Plan

The YSRC Strategic Plan 2024–2026 will set the foundation for the future in terms of establishing, progressing, and delivering a range of work programs and key initiatives that set our organisation up for success for the future.

Strategic Pillar	Strategic Objectives	2023/24	2024/25	2025/26	Entity to Deliver
Strengthen the governance, resourcing, and financial sustainability of YSRC Group	Implement best practice corporate and cultural governance processes, policies, and procedures	•	•	•	YSRC Group
	Implement effective operational and financial systems and reporting	•	•	•	YSRC Group
	Develop appropriate capability and capacity of the Board, management, and staff of the YSRC Group	•	•	•	YSRC Group
	Ensure appropriate and transparent communication and engagement between entities and with the community and stakeholders	•	•	•	YSRC Group
	Implement investment risk frameworks and strategies	•	•	•	YSRC Group
Manage, protect, and promote Yamatji culture and heritage	Engage with the Cultural Authority and Cultural Committees on heritage and cultural matters	•	•	•	YSRC Group
	Native Title Arrangements	•	•	•	BYAC
	Undertake activities of Management Body under a Management Order	•	•	•	BYAC
	Act as Joint Responsible body for areas under Joint Management Agreements	•	•	•	BYAC
	Review, develop and implement processes to increase YSRC Heritage capacity	•	•	•	YSRC
	Manage, protect, and restore land and water heritage sites	•	•	•	YSRC
	Pursue opportunities regarding Indigenous Protected Areas	•	•	•	YSRC
	Repatriate, review and manage cultural heritage data, resources, and materials	•	•	•	YSRC

Strategic Pillar	Strategic Objectives	2023/24	2024/25	2025/26	Entity to Deliver
Improve the health and well-being of current and future generations of the Yamatji Nation	Leverage relationships and collaborate with governments, non-government organisations and the private sector to maximise social programs	•	•	•	YSRC
	Establish a Community Trust to support health and well-being initiatives	•	•	•	YSRC
	Explore and advocate for cultural and social activities that support the health and well-being of the community	•	•	•	YSRC
Maximise the potential and opportunities of the ILUA commitments	Prepare a comprehensive plan for potential handover of Lot 601	•	•		YEL
	Develop implementation plans for Lucky Bay and Pink Lake	•	•	•	YEL
	Develop a Housing Strategy to support Government Regional Officers' Housing (GROH) and Social Housing transfers	•	•		YEL
	Develop a plan to manage other ILUA economic commitments and opportunities, including Oakajee, Karloo, Beachlands, Bluff Point and Batavia Coast Marine Institute	•	•	•	YEL
	Identify and review joint venture opportunities and investments	•	•	•	YEL
Create a sustainable revenue stream for current and future generations of the Yamatji Nation	Partner with relevant organisations to identify business opportunities	•	•	•	YEL
	Enhance the monitoring and reporting of progress and milestones of the Joint Ventures and other subsequent businesses	•	•	•	YEL
	Develop opportunities associated with strategic water resources	•	•	•	YEL
	Partner with a business development advisor to explore commercial opportunities and develop a pipeline of projects for 2026 and beyond		•	•	YEL
	Develop a portfolio of investments that support income generation for social and cultural aspirations	•	•	•	YEL
Safeguard the assets of the Trust for the long-term benefit of beneficiaries	Develop appropriate governance for the Joint Trustee and future Trustee management	•	•	•	YFML
Generate long term sustainable financial returns on Trust assets	Develop strategies and support systems for the Trust.	•	•	•	YFML

Governance and People

YSRC Governance Structure

YSRC has formed several entities to support its purpose and build prosperity and well-being for the Yamatji Nation. The details of these entities are set out below.

Entity	Purpose
<p>Yamatji Southern Regional Corporation Limited (YSRC)</p> <p>(ABN 93 638 346 684)</p>	<ul style="list-style-type: none"> • Sets Yamatji Nation's Strategic Plan • Parent entity to governance structure • Ensure compliance with the Yamatji Nation ILUA • Day-to-day management activities for land assets • Administer implementation of the Yamatji Nation ILUA • Hold the regional headquarters • Manage heritage and cultural matters in collaboration with the Cultural Authority
<p>Bundi Yamatji Aboriginal Corporation (BYAC) Regional Native Title Body Corporate (RNTBC)</p> <p>(ORIC – ICN9213)</p>	<ul style="list-style-type: none"> • Hold Native Title rights and interests as the Prescribed Body Corporate • Make Native Title decisions • Management body for reserve lands • Hold jointly vested Conservation Estate
<p>Yamatji Enterprises Limited (YEL)</p> <p>(ACN 649 632 146)</p>	<ul style="list-style-type: none"> • Grow economic, land and financial assets • Build the wealth of Yamatji Nation • Support/develop Yamatji businesses • Create employment and business opportunities • Seek advisory and financial advice from key Commonwealth Government agencies
<p>Yamatji Funds Management Limited (YFML)</p> <p>(ACN 649 559 231)</p>	<ul style="list-style-type: none"> • Joint Trustee of the Charitable Trust in conjunction with the Licensed Trustee (Mutual Trust) for at least the first 10 years of the State Contribution period • Hold and manage cash and non-cash benefits • Hold freehold and conditional freehold properties • Become the sole Trustee after a period of transition and capacity building
<p>Yamatji Nation Trust (Charitable Trust)</p>	<ul style="list-style-type: none"> • Receive the cash and non-cash benefits of the settlement package • Establish the: <ul style="list-style-type: none"> ◦ Administration Fund (\$48.75 million) ◦ Future Fund (\$195 million) ◦ Economic Development Fund (\$65 million) ◦ Land Fund (\$16.25 million) ◦ General Fund



Growth of YSRC Team

The YSRC team has grown to 18 over the past year, reflecting the governance and overall operational demands on the organisation to achieve its business goals, and the need to accelerate our progress for the benefit of the Yamatji Nation and our key stakeholders.

2020/2021	2021/2022	2022/2023
3	11	18

Membership Growth

We have seen strong interest and growth in YSRC membership and welcomed an additional 346 Members in the past year. We now celebrate more than 1,780 Members, with membership open to everyone who is a member of the Yamatji Nation.

2020	2020/2021	2021/2022	2022/2023	TOTAL
432	331	672	346	1,781

Elders Program Participation

The Elders Program was established to provide financial support for Yamatji Nation Elders. Since 2020, we have seen a significant uptake in the program, which is available to all Yamatji Nation Elders, both YSRC Members and eligible non-members, who will be at least 60 years of age by 30 June of each year. The program provides a \$1,000 gift card annually to use for services, transport and goods that assist in meeting the needs of ageing, and for relief of poverty and hardship.

2020/2021	2021/2022	2022/2023
170	566	644



Heritage and Culture

The past year has seen YSRC manage significant changes in heritage and culture, which has demonstrated the team's flexibility and resilience. Past and current team members have contributed to delivering our priorities and continue to create positive outcomes for cultural heritage and the Yamatji Nation.

YSRC has continued to develop extensive relationships with proponents, government, and industry, resulting in a significant increase in the uptake of Yamatji Proponent Standard Heritage Agreements (YPSHA) and Yamatji Government Standard Heritage Agreements (YGSHA). Currently, YSRC is engaging on agreements with more than 100 proponents and 11 government agencies.

In the past year, YSRC executed 24 proponent and three government agreements, with more agreements in progress. We have also worked hard to streamline heritage agreements to be fit for purpose, and we continue to progress improvements in the efficiency of our processes for stakeholders.

Key initiatives commenced in the past year include:

- Building our relationships with the Department of Planning, Lands and Heritage (DPLH) Working Group to develop a shared understanding of Yamatji Heritage values. This has provided effective management planning for Aboriginal Cultural Heritage sites, particularly those subject to Management and Protection Orders.
- Delivering on a \$40,000 grant provided by DPLH to provide capacity for the Yamatji Nation to self-determine and plan for the future of Protected Area Willi Gulli in late 2023.
- Collaborating with DPLH on repatriating non-sensitive data and cultural heritage materials to support effective decision making for Aboriginal Cultural Heritage and assist in identifying the 'right people for right country'. We are utilising The Keeping Place software to host this information and considering other beneficial uses such as collating and preserving oral histories and knowledge, to remain under the care and control of the Yamatji Nation in perpetuity.
- Conducting our first Curator's Program in collaboration with the WA Museum, which will result in support for a Yamatji person to deliver cultural benefits for community through the areas of curation, oral history and storytelling, project management, collection management and more. YSRC is delivering positive outcomes such as this as part of progressing the repatriation of more sensitive Yamatji Nation cultural materials that remain in-situ, to be returned to Country.
- Managing a significant increase in proponents wanting to engage with YSRC and Cultural Committees including on major investments. This includes green energy initiatives for a more sustainable future, together with social investment focused on providing a range of employment, education, training, and economic benefits that will provide practical experiences, skills, and qualifications for Yamatji people.
- Working collaboratively on a range of heritage surveys and monitoring, including the APA Pipeline Project. This project required the participation of three Cultural Committees in a survey of more than 200 kilometres of pipeline alignment, where significant Aboriginal cultural heritage was found.
- In the coming year, cultural awareness and immersion programs will be considered to ensure YSRC, Cultural Committees and Members can support stakeholders in embracing the relevant protocols and cultural understanding of the lands and regions on which they live and work.

Lands and Water

Land, Water and Joint Management outcomes represent a significant part of the ILUA in recognising connection to Country, providing opportunities for use and management of conservation and reserve lands, and the development of land and water assets to support the Yamatji Nation.

Yamatji Land Estate

The Yamatji Land Estate is a major component of the ILUA, comprising 150,000 hectares of land in 1,363 separate land parcels. The tenure type and land area of the different land parcels are presented in the table.

Tenure Type - Land	No. of Parcels	Hectares
Freehold	24	27
Conditional Freehold	18	14,624
Reserve with power to lease	793	55,939
Reserve without power to lease	68	77,340
Reserves with option to convert to freehold	461	1,166
Totals	1,363	149,096

**Note the number of land parcels changes over time through amalgamations.*

ILUA Map

Members can now access a dedicated ILUA map through the YSRC website or the QR code here, showing the Yamatji Land Estate, conservation areas, towns, mining leases and images from field visits. The map may also be accessed from a mobile phone and in the coming year, we aim to make this information available on a mobile application.

Over the past year the Land Transfer Working Groups met twice and reviewed the terms of allocation for more than 600 land parcels. Whilst the terms associated with most individual land parcels have or will be agreed to, others require research and negotiation to minimise risk and achieve optimum outcomes for the Yamatji Nation.



Native Title Lands

Native Title lands of 25,000 hectares represent 0.5 percent of the total area covered by the ILUA. Of the 25,000 hectares, 15,000 hectares is conditional freehold, with the remaining 10,000 hectares having a tenure of reserve with power to lease. The maps of the Native Title lands are in Schedule 1 of the ILUA, showing the seven different areas where the Native Title lands are located.

Yamatji Conservation Estate

The Joint Management Body (JMB) is responsible for the development of the Joint Management Strategy over the Yamatji Conservation Estate and includes two representatives from each Cultural Committee. During the past year, the JMB met twice, most recently over two-and-a-half days in Jurien Bay. Discussions were held and decisions were made regarding the next 12 months of works occurring on the Yamatji Conservation Estate.

A key highlight in May 2023 was the JMB Officer and Lands Team exploring conservation areas at Barnong, Kadji Kadji and Karara Station, in addition to attending the Mullewa Wadjari and Widi Mob Community meetings.

Yamatji Water Reserve and Water Projects

Water and its links with land and culture is vital to Aboriginal culture. Combining water and land approaches is important in achieving a successful Yamatji management approach across the ILUA. This includes the strategic Yamatji Water Reserve of 25 gigitalres per year, which provides opportunities for economic return for the Yamatji Nation.

YSRC is developing a Yamatji Water Strategy with the assistance of the Department of Water and Environment Regulation (DWER). A joint venture with The Right Water Company saw us form the Yamatji Water Company, which will lead the work of the Yamatji Water Strategy with a focus on understanding the Strategic Water Resource and its potential.

The Yamatji Water Projects are continuing to progress well with the employment of two Yamatji Water Monitoring Trainees. The training is managed and hosted by DWER, and these positions will transition to future employment with the Yamatji Water Company. The Yamatji trainees have completed TAFE coursework together with on-the-job training with DWER and mining companies.

Consultation to progress the Aboriginal Cultural Water Sites Restoration Project has been included in the Yamatji Water Strategy to ensure the recognition, protection, and restoration of significant water sites. The project will move into the planning and delivery phase in 2023-2024.



We are discussing with mining companies social initiatives such as education, training and employment that will provide practical experience, skills and qualifications for Yamatji people.



Land and Sea Rangers Working on Country

Sea Country Indigenous Protected Area (SCIPA)

YSRC successfully obtained a Sea Country Indigenous Protected Area (SCIPA) grant and our Project Coordinator commenced in May 2023.

There are four pilot projects under the SCIPA grant, including:

- Marine debris monitoring and clean-up program.
- Biosecurity monitoring program at Abrolhos Islands and Geraldton Port.
- Research into climate change at selected at-risk targets within Abrolhos marine and terrestrial ecosystems and coastal wetlands.
- Turtle monitoring and protection program in partnership with Geraldton TAFE, as well as priorities and threats for natural resource management of sea lions, migratory sea birds, sea grass and rock lobster.

The SCIPA work program is currently in the consultation phase and over the coming months will involve discussion and planning with Traditional Owners, partners and stakeholders with rights and interests in the proposed Indigenous Protected Area. Following consultation, we will determine:

1. The area of the land and sea we wish to dedicate.
2. The level of protection we wish to apply to the area.
3. Our priorities for natural and cultural resource management.

A Management Plan will then be developed for the Indigenous Protected Area, together with the research methodology. An action plan for qualified Yamatji Sea Rangers will also be developed to deal with the threats to listed priority areas.

Sea Rangers

In 2022, the Australian Government provided funding under the Our Marine Parks grant through Parks Australia. YSRC was successful in its application for a Sea Ranger

Program grant, which provides program funding over two years for our partnership between Bundi Yamatji Aboriginal Corporation (BYAC), Batavia Coast Maritime Institute (BCMI), Central Regional TAFE, The University of WA and Parks Australia.

The program was designed to build capacity for emerging Yamatji Sea Rangers to manage their traditional Sea Country, build an understanding of the biocultural values of the Abrolhos Marine Park, and be active participants in the management of the Marine Park.

The partnership will provide training in marine operations, scientific research, and monitoring techniques through classroom-based learning at BCMI in Geraldton. This learning will be reinforced through practical on Country experiences with the knowledge and guidance of Yamatji Elders.

The program will:

- Reconnect the Yamatji Nation with its Sea Country through hands-on training to increase local capability in marine conservation and management.
- Develop the BCMI-BYAC partnership to support training of Indigenous Rangers in maritime boat handling skills and research and monitoring methods used in marine parks.
- Facilitate development of the Management Plan for the Abrolhos Marine Park.
- Improve education and awareness within Yamatji communities of Marine Park values and ecosystems and increase connection between the local community and offshore environments.
- Build knowledge of the cultural and ecological values of the Marine Park, local monitoring, and management capabilities, and connect Yamatji people with their Country.
- Support a two-way learning model that combines traditional knowledge and practice alongside science and rigorous technical compliance.
- Build the capacity of Yamatji people to take an active role in the management of the Abrolhos Marine Park and to participate in development of the Abrolhos Management Plan.



YSRC ran a successful promotional campaign for the Sea Rangers Program, receiving expressions of interest from over 40 Yamatji people. Due to funding constraints, the program is limited to 15 Rangers, who commenced TAFE studies in February 2023. Over the next two years, the Sea Rangers will progress their education and skills to complete the following certificates:

- Certificate I and II Leadership
- Certificate III in Conservation and Ecosystem Management (Marine Operations)
- Certificate II in Maritime Operations (Coxswains Grade1)
- Certificate I Maritime Operations (Coxswains Grade 2)
- Scuba Diving Certificate
- Senior First Aid Certificate

As part of the program, the Sea Rangers will undertake visits to the Abrolhos Islands to deploy Baited Remote Underwater Videos to identify and count fish and other species within the Abrolhos Islands Marine Park. They will also focus on the Geraldton coastline, undertaking beach clean-ups, dune revegetation, estuary clean-ups and box thorn removal.

Our Sea Rangers have formed an amazing bond, and we look forward to seeing them progressing their activities and encouraging Yamatji people to participate in the program on Country.

Land Rangers

The Land Ranger program includes funding for up to 12 Ranger and Ranger Supervisor positions, with Yamatji Rangers initially employed by our partner, DBCA, before they transition to employment with YSRC. The ILUA also provides funding for a Joint Management Coordinator and a Project Officer.

Six Yamatji Rangers have worked hard over the past year and undertaken training and completed qualifications in a broad range of areas. We are very proud of their commitment and achievements in their work, study and in their community. Their combined efforts reflect our commitment to conservation and fostering a strong connection to Country.

Their achievements include:

- Certificate III Land Conservation and Ecosystems Management
- Visitor Risk Management
- Fire Fighter Crew Member
- Chemical Handling Certificate
- Medium Rigid Truck Licence
- 1080 Baiting
- Senior First Aid
- Remote Senior First Aid
- Mental Health First Aid
- Advanced Resuscitation – Marine
- Traffic Management

- Fire Weather Management 1
- Basic Chainsaw Operations
- Intermediate Chainsaw
- Restricted Asbestos
- Working at Heights
- Weed Management Basics
- Water Bomber Training
- White Card - Construction
- Confined Spaces
- Green Card - Phytophthora Management

The Yamatji Rangers have also been involved in many work programs that continue to challenge and reward them, building their skills and knowledge to support their future employment and opportunities. They include animal monitoring and surveys of Australian sea lions, reptiles, malleefowls and trapdoor spiders, together with rabbit, goat, and pig control programs. Also, marine sanctuary marker installation and maintenance, fence construction, vehicle maintenance, fire management including prescribed burning, and heavy machinery operations, among others.

The next year is expected to be as successful for our Ranger program, with future completion of certificate courses planned together with other initiatives, including leadership, drone operations, nature conservation and marine operations, fire and risk management, and opportunities in higher duty positions.



Our work entails a broad variety of tasks and responsibilities, and each day can be dramatically different to the next. One day we could be out on a flora survey or monitoring fauna, the next navigating the back tracks on reserve inspections exploring and discovering breath-taking scenery.

We build and install infrastructure from the ground up, we renovate and alter structures, install signage, implement and monitor feral animal control, maintain heavy machinery, vehicles, equipment, and power tools.

These experiences have improved our conservation, construction and planning skills, equipping us with the knowledge and experience to excel in our field. Each experience has contributed to our growth and development.

- The Land Ranger Team



Creating Economic Prosperity

Yamatji Enterprises Ltd (YEL) was established on 22 April 2021 as part of a group of entities dedicated to harnessing economic opportunities arising from the ILUA.

With a commitment to cultural preservation and economic empowerment, YEL aims to excel in diverse sectors through strategic partnerships and innovative approaches. YEL will create opportunities for Yamatji people, foster economic self-reliance, and leave a legacy of prosperity and progress for the community.

YEL is responsible for the following key objectives:

- Promoting the growth of the Yamatji Nation's economic, land and financial assets, thereby enhancing the wealth of the community.
- Offering support and development to businesses owned by Yamatji people and fostering their growth and success.
- Facilitating the creation of employment opportunities and encouraging business ventures for the benefit of Yamatji people.

YEL Business Strategy

YEL has identified key sectors that form the foundation of its strategic framework. These sectors include tourism, property development and management, fishing and aquaculture, housing, water, new business and innovation, social enterprises, agriculture, and horticulture. The diverse economy within the ILUA area presents numerous opportunities for YSRC.

During the negotiation process and based on the ILUA, specific core sectors were identified as favourable for commercial activities that align with the objectives of the Yamatji Social Responsibility Committee. YEL's strategic framework is focused on these core opportunities. To realise these prospects, strategies and business cases will be developed for each sector, ultimately determining YEL's business structure and investment strategy.

4Ways Fresh Joint Venture

Yamatji Fresh Produce Pty Ltd, a joint venture between YSRC and 4Ways Fresh, represents an exciting expansion for the horticultural producer's operations in Geraldton and a significant opportunity for Yamatji people to be part of a Yamatji-owned business.

4Ways Fresh is an established agriculture business with expertise in cultivating fresh produce such as cucumbers, capsicums and tomatoes in both South Australia and Western Australia. In Western Australia, 4Ways Fresh operates through a joint venture agreement with YSRC and is situated in Bootenal, located close to Geraldton. This strategic collaboration aims to foster growth and create valuable employment opportunities within the horticultural sector for the Yamatji community.

Fencing has been completed for the project and soil has been turned. The construction of 125 greenhouses is scheduled to commence in the near future, marking an important milestone for the project. It is anticipated that the first cucumber harvest will take place towards the second half of 2024. This significant development represents a major step forward in the establishment of the horticultural operations and the realisation of the joint venture's goals.



Supporting Yamatji Businesses to Succeed

Under the ILUA, the State Government of Western Australia, acting through the Department of Primary Industry and Regional Development (DPIRD), is committed to working with YSRC to design and establish a Business Development Unit (BDU) to help Yamatji people and Yamatji companies set up new businesses, or improve existing businesses.

The YSRC BDU was established in July 2022 as a not-for-profit unit. The new team is committed to providing comprehensive and tailored business support to Yamatji-owned businesses, and recognises the importance of fostering economic growth, empowerment, and sustainability.

The BDU delivers tailored services focusing on three key areas, supported with grant funding to enable clients to access these services, which include:

1. Business incubation support, which includes the purchase of business memberships, small capital items, crucial business equipment and other supports as identified in liaison with our clients and team.
2. Workforce employment opportunities, which includes support that can be offered through engagement with project proponents working in our region. As proponents commence executing their projects, we expect increased demand for workers. The BDU team will continue to stay connected with industry and project opportunities on behalf of our clients.
3. Expert advice is provided to support our clients to engage consultants and businesses for advice regarding their own business, including but not limited to; financial advice, funding opportunities, strategic planning and support, market analysis, networking, mentoring, access to resources, and other support to meet the many challenges of starting, maintaining and growing a business.

Over the past year, the BDU has achieved several initiatives in supporting the growth and success of Yamatji businesses:

- Successfully assisting in the establishment and growth of more than 25 new client businesses. Through providing financial business support and access to various resources, we have enabled these clients to overcome challenges and seize opportunities, leading to sustainable business growth and expansion.
- Promoting Yamatji businesses through creation of the Yamatji Business Register. The register is a comprehensive and centralised platform, connecting Yamatji businesses with potential customers, partners and investors, and fostering economic development and empowerment.
- Partnering with Beach Energy to develop business hampers that showcase and promote products of Yamatji businesses, thanks to their generous contribution of \$50,000 to support local businesses to thrive.

In 2023/24, the BDU will continuously work to improve the way it provides support to its clients, including through:

- Using client feedback to improve our service delivery.
- Conducting an annual review of our services, performance, and customer outcomes.
- Keeping updated with industry to identify new opportunities for our clients, such as workforce participation and local procurement.
- Attending networking opportunities to promote our clients and services.
- Regular engagement with our clients to ensure we are providing support throughout their business incubation journey.
- Expanding our support with business training for our clients through Central Regional TAFE and other training organisations.

Through a collaborative approach, we aim for a future that empowers Yamatji businesses to thrive and make a lasting positive impact on their local communities.



YSRC is supporting Yamatji business owners so they can thrive and grow, and take advantage of the opportunities for partnerships and employment in the Mid West.



Case Study

Clive Nutter, Any Moonie Maintenance

YSRC's Business Development team has this year supported local Yamatji business, Any Moonie Maintenance, owned and managed by Clive Nutter, which provides maintenance and handyman services in the Northampton and Geraldton areas.

Clive says he has seen a 50 percent increase in customer numbers through his efforts, following the support he received from the YSRC BDU team.

"I take a lot of pride in my work, and I enjoy it. I have high standards and I like to see my clients happier with the finished results I produce."





YAMATJI

SOUTHERN REGIONAL
CORPORATION

**FINANCIAL
SUMMARY
2022-2023**

Financial Summary

Yamatji Southern Regional Corporation (YSRC) maintains a strong financial position, with net assets of \$4.08 million as of June 30, 2023. The current investment strategy is primarily centred around fostering the growth of the YRSC, with a long-term goal of ensuring its financial sustainability.

Operation Results

The Revenue for the financial year totalled \$6.42 Million (2022 \$5.68m). The primary sources of income continued to be trust payments stipulated in the ILUA and various grants. The organization's primary objective for the year was to emphasise governance and strengthen the financial foundation and develop capacity-building plans for future projects.

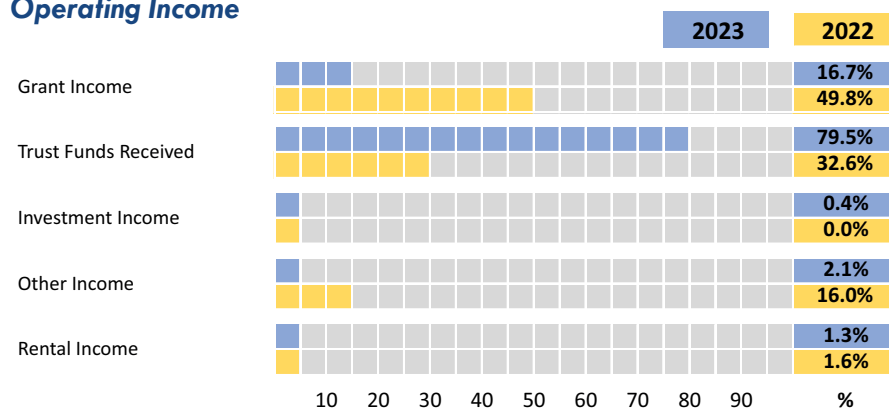
Financial Position

YSRC continues to prioritise financial sustainability and growth, primarily through ILUA settlement payments, and its diversification and investment to grow the economic assets in the future. As of 2023, the net assets stand at \$5.53 million. This solid financial foundation enables the corporation to remain well-prepared to seize growth opportunities, ensuring its long-term sustainability.

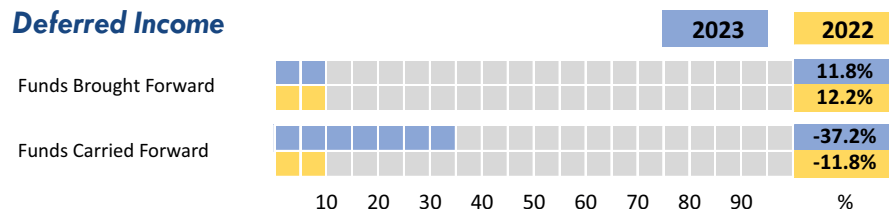
Yamatji Southern Regional Corporation

For the 2022-2023 year, the net operating profit amounted to \$1.68 million, a decrease from \$2.38 million in the previous year (2021-2022). YRSC has managed to generate profits for two consecutive years, primarily attributed to the receipt of Grant Funding and ILUA settlement payments.

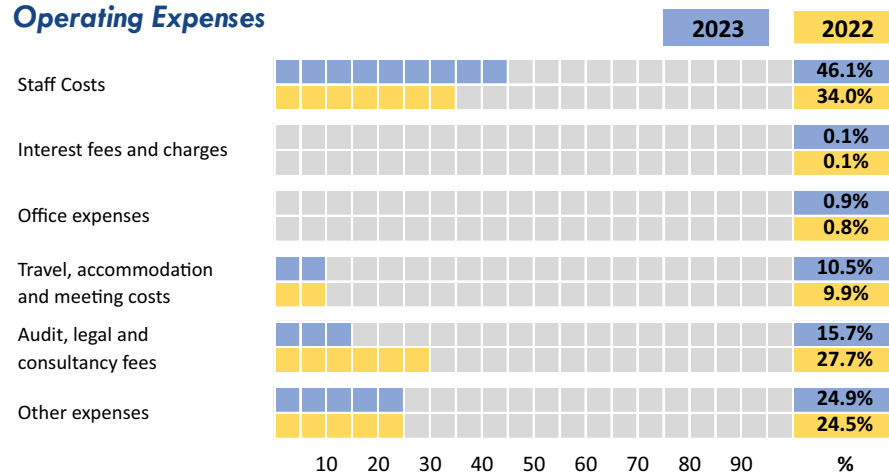
Operating Income



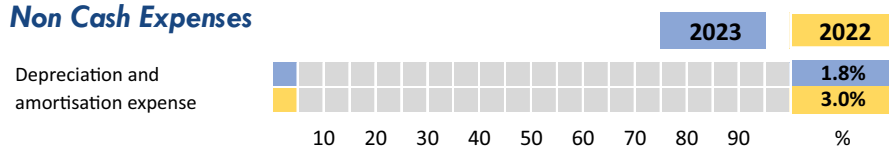
Deferred Income



Operating Expenses



Non Cash Expenses



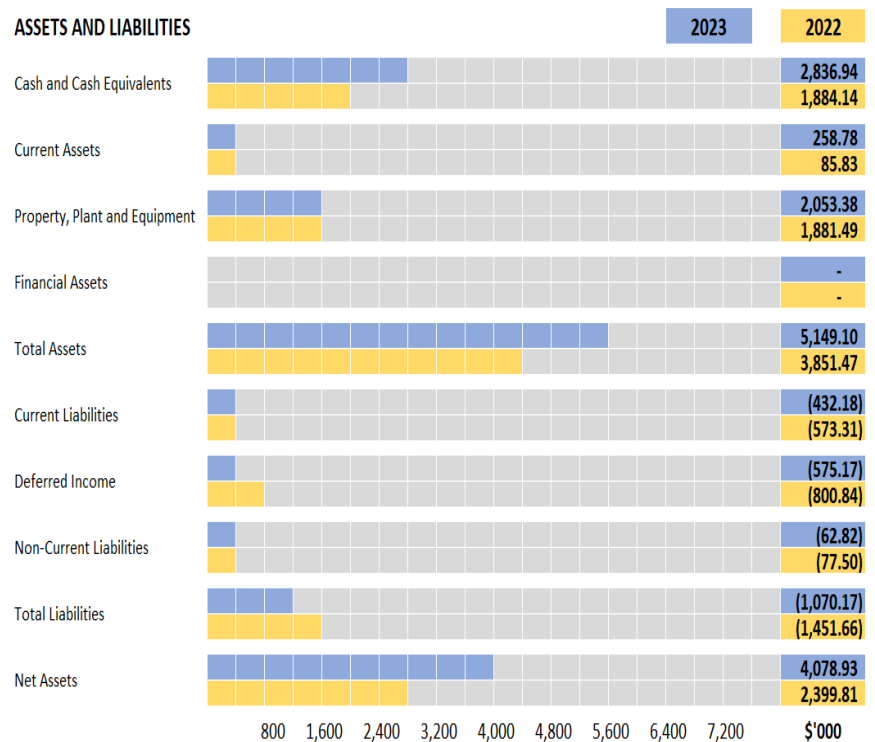
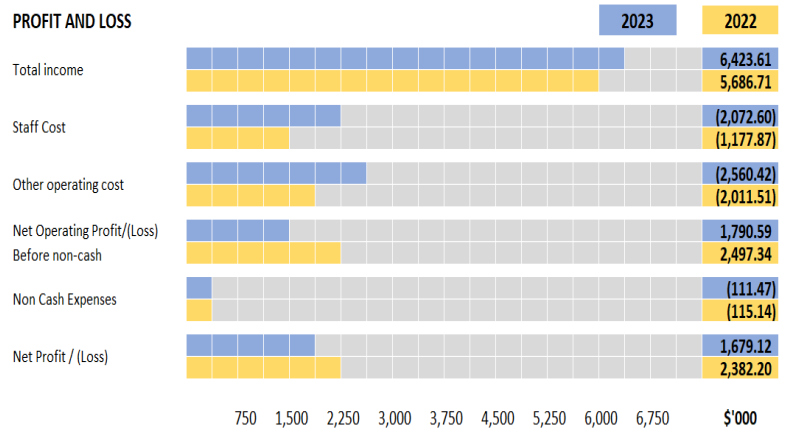
Notably, not all of these funds have been expended in alignment with project requirements and timing of payments due to insufficient governance structures and skilled capacity in place to effectively manage the corporation. After the appointment of the new CEO in April, there has been the implementation of new governance structure and increased financial accountability within the Corporation. In the future, it is anticipated that there will be increased expenditure to complete these projects utilising the funds carried forward from conclusive registration, without a corresponding increase in income for the next financial year as YRSC continues to grow and to fulfill its ILUA obligations.

Investment Strategy

Most of the funds from the ILUA settlement have been disbursed to the licenced joint trustees. These funds are being held by the joint trustee for use in upcoming projects. Furthermore, they will be allocated to YRSC fulfill the agreed-upon projects.

Subsequent to 30 June 2023 YRSC expects to receive funds from the licenced joint trustee in relation to future economic opportunity and investments including transfer of land and studies into the strategic water allocation. Funds will be continued to be allocated for the Elders program and to developing future and existing Yamatji business.

Over the next 12 months it is anticipated that YRSC will work closely with the licenced joint trustee on a robust investment strategy for the funds held in trust.







ACKNOWLEDGEMENT

The Board of the Yamatji Southern Regional Corporation would like to thank all its government, business, industry and community stakeholders for their support and collaboration in helping us deliver on our commitments to the Yamatji Nation. Together, we work hard to deliver social, economic, and cultural benefits, prosperity and well-being for the Yamatji Nation and future generations.

We would also like to thank our Mid West regional partners and stakeholders and look forward to working with them for mutual benefit in the year ahead in support of the Yamatji people. Enterprise, collaboration and business partnerships support nation building and give Yamatji people the ongoing opportunity to live and work on Country with their families and communities.

The Board sincerely thanks our Cultural Authority and Cultural Committee

representatives who give voice to the people of the Yamatji Nation on cultural heritage matters. Their work is critical in supporting us to deliver on the Yamatji Nation Indigenous Land Use Agreement.

We also thank our Members, suppliers, local communities across Yamatji Country, and our trainees and Rangers who are learning to take care of Country.

We thank the leadership and YSRC team members for their commitment and efforts over the past year. Much has been achieved for the Yamatji Nation and we know there is more to do and great things to come for Yamatji people.

Finally, we thank the Elders of the Yamatji Nation, past and present, for their strength, resilience, and courage, which gives us inspiration for the important work we do for Yamatji people now and for future generations to come.



YAMATJI

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