



# REGIONAL ANANGU SERVICES ABORIGINAL CORPORATION

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## **2023/24 Directors' and General Manager's Report**

*Please note that the following report has been prepared by the former General Manager, Mark Jackman, given the 2023/24 financial/AGM year covered his tenure in the position.*

### ⇒ **Introduction**

Welcome to our Annual General meeting for the year of 2023/24. Like most years there have been challenging times but also a refreshing feeling that as an organisation we have navigated through the year and remain strong and committed in our journey to create stability and opportunities to Anangu.

I would like to thank those that have made the effort to attend today's AGM in person and also acknowledge those on Teams or on the telephone.

Last year I spoke about RASAC re-establishing ourselves in the post covid era. As an organisation we have done that by primarily focussing on our four key programs, Municipal Services, Community Patrols, Warka Wiru CDP and our Homelands and Umuwa workshop operations. These programs are essentially our heartbeat and our efforts throughout the organisation to excel in these areas continues to pay dividends. This is evidenced by the fact that our Warka Wiru CDP Program continues to operate in the top 5% nationally and that our Community Patrols program is often the measuring stick of similar programs nationally. Our other primary areas continue to operate at a very high level.

Supporting the success of RASAC has been our ongoing planning in respect to educational outcomes. Every Anangu worker at RASAC is given the opportunity whilst working to attend SA TAFE training with relevant educational outcomes linking to their employment. For a number of years RASAC has been the leading organisation in this area which is evidenced by the continued high numbers of employees graduating with high level appropriate certificates. Madonna Tomes and our Workforce Development Team have remained passionate in ensuring our approach continues and our Anangu workforce are given greater opportunity to excel. Other Lands based organisations regularly seek advice from RASAC in this area. RASAC frequently share information to support these organisations.

In respect to the Warka Wiru CDP Ku program, there are changes that will occur. As part of the change RASAC have a seat on the Ministers Advisory group and we are well represented by both Angie Dunnett and Rick Callaghan. With our remoteness it is imperative that we have a say and reflect the difficulties in which we operate with very thin labour markets and a lack of employment opportunities. Given these hurdles it is a credit to our management staff in this program to ensure we maintain our effectiveness and continue to offer employment opportunities to Anangu across the APY Lands. Melissa Cooke and her team continue to strive for the best outcomes for her team and those involved in this program including greater opportunity for employment outcomes.

In my last report I identified changes in our Community Patrols program. Johnny Bekin had only just been appointed in this role. I am able to report that during this reporting period Johnny and his management team have continued to refine and build this program. He entered with a good base but has worked with his Anangu teams to improve the levels of patrols, the volume of reporting and the implementation of more interactive activities with the communities. This program plays a key role in the safety of young people and works closely with other service agencies. Training and support to SAPOL has continued to help make this program operate efficiently. Staffing for this program does occasionally present problems but RASAC will continue to look at all opportunities in this area. We were also able to successfully have this program re-funded for a further three years.

In respect to our Municipal Services and our Umuwa Depot and Homelands, all these areas continue to operate efficiently and effectively. The retirement of Eric Milton (Depot Manager) at the end of this reporting year will enable RASAC to refresh some operational matters in line with the overall organisation. Stuart Bickley will move over to the role filled by Eric and RASAC have recruited to fill Stuart's position. I also take this opportunity to officially thank Eric for his dedication and service to RASAC.

Our financial position has remained very strong and we have continued to negotiate strongly with Government to hold our position. Our strategy of minimal expansion but ensuring that what deliver our programs and operations at a very high level appears to be successful. As an organisation we continually but carefully manage fleet and equipment replacement and maintenance matters across all of our sites. In recent years we have manage to engage high quality tradespeople to ensure high quality work.

In respect to staffing levels RASAC have continued to maintain high levels of staffing. We manage any shortages but remain proactive in recruitment to maintain effective levels. I can report that I do not have any real concerns regarding any significant staff shortages and that this is an area that as a management team we continue to monitor.

## ⇒ **Strategic Direction**

I reported last year that RASAC were still in a phase of stabilisation. This stabilisation centres around the four keys programs that I have discussed earlier in this report. I believe that this strategy still remains the same and with the Government focussing on changes to the CDP program our strategy remains relevant at this time.

Warka Wiru CDP Ku is a key program at RASAC so adapting to the changing environment in that program is essential. By having a stable platform with our core programs, it ensures that our focus on the changes to CDP will not greatly impact our other key programs. Our growth and stabilisation strategy supports this.

Our systems are strong and robust. All positions within the organisation have been maintained and RASAC are still the biggest employer of Anangu on the APY Lands.

Our Strategic Plan has provided a strong framework from which to operate providing a plan as we continue to move forwards. This plan remains an active working document for RASAC which ensures stability for some time to come.

We have managed the current environment well to ensure that as an organisation, we remain focussed on our goals.

RASAC are very well positioned to continue with our ongoing development. With the management of our Strategic Plan RASAC have actively operated within the limits of this plan which provides a solid framework for us to continue to move forwards and remain strong.

We have maintained our strong reputation on delivery from within government which is a credit to the whole RASAC team. RASAC will continue to look for opportunities that fit within our capabilities.

Our current framework involves:

- Maintaining organisational stability and planning where possible for changes that may occur
- Improved capacity to continue to deliver MUNS funded activities in support of APY Lands communities
- Position RASAC to be able to compete for any suitable tender process for additional Government contracts
- Maintain our high delivery levels of our CDP across all APY Communities
- Continue to address the various training needs of our staff working with organisations such as TAFE SA
- Support Anangu led programs such as the FNWSL Football and Softball competition
- Explore other business opportunities available for RASAC to identify and secure alternative income streams
- With these other business opportunities such as administrative support, minor civil works and road maintenance RASAC will attempt to provide the opportunity for increased involvement, skill development and training of Anangu people in diverse areas of employment, not just MUNS related activities, that may broaden future employment opportunities.

## ⇒ **Organisational Structure and Staff**

RASAC's structure has two main components that allow it to effectively deliver its current contracts:

### ⇒ **RASAC Administrative Centre – located at Alice Springs**

The RASAC Administration Centre deals with all:

- Human Resources,
- Financial Management,
- Contracting,
- Asset Management,
- Communication and Information Technology,
- Corporate Governance,
- Correspondence,
- General administration and the provision of Supplies

### ⇒ **RASAC Operations Centre – located at Umuwa**

The RASAC Operations Centre provides the day-to-day management of all RASAC activities on the APY Lands.

The Depot located at Umuwa holds all major vehicles, equipment and stores for RASAC. In addition, RASAC has a workshop and fuel point operating in the Depot area.

The Operations Centre in Umuwa continues to operate in four (4) areas of responsibility:

- MUNS Coordination;
- Plant & Civil Works;
- Homelands; and
- Workshop.

Each of these areas has a person allocated in the Manager / Supervisor role. These Managers/Supervisors operate as a Senior Management Team to make decisions by mutually supporting fellow Managers/Supervisors and consistently following RASAC's strategic direction. A regular weekly meeting regime occurs to ensure continuity of RASAC operations.

There have been minimal staff changes and we have continued to stabilise and improve our performance in all areas of operation. RASAC continue to refine and improve our practices in this area.

RASAC have maintained a good presence in all communities and all other general operations. This area is largely supported by our RASAC Operations structure and our Administrative structure.

## ⇒ Staff Numbers

The following table provides an analysis of the breakdown of the number of people employed by RASAC as of 30 June 2024. The other columns provide the status as at end of the preceding four financial years.

The numbers increased significantly due to the CDP Trails program that came into effect in November 2022.

	As at 30 June 2024 (this year)	As at 30 June 2023 (last year)	As at 30 June 2022 (2 years ago)	As at 30 June 2021 (3 years ago)	As at 30 June 2020 (4 years ago)
Total Employees:-	152	177	110	127	113
Fulltime	49	49	53	53	49
Part-time	2	1	1	1	2
Casual	101	127	56	73	62
Male	100	122	73	78	75
Female	52	55	37	49	38
Aboriginal/Anangu	108	130	64	77	61
Anangu - Fulltime	6	7	6	8	5
Anangu - Casual	98	121	54	66	52
Anangu - Part-time	0	0	0	0	0
Anangu - Male	69	90	44	48	40
Anangu - Female	35	38	19	26	17

## ⇒ Regional Anangu Services Trust

The RAS Trust, which was developed at the start of 2012, currently has three property investments, all in Alice Springs:- land and buildings at 15 Whittaker Street (leased to

Tyrepower); house at 8 Larrapinta Drive; and a property at 9 Railway Terrace (on which we constructed a new office in 2023 and 2024).

It is stressed that the RAS Trust is wholly owned by RASAC and is not a separate company or legal entity managed or owned separately from RASAC. In 2024/25 we will review the need for the Trust and may consolidate it back into the RASAC entity.

- The 15 Whittaker Street property continues to operate smoothly. Rental from the tenant is up to date. The investment currently yields 8.2% gross, which compares very favourably with current term deposit rates of 4.5%. Outgoings are limited to insurance and specific maintenance that occurs from time to time.
- The 8 Larapinta Drive house has been let on market rental terms to a tenant and returns a competitive 5%. We continue to use the storage area for RASAC purposes including archiving of our records and parking up of vehicles as the need arises. Relocating our records to this house has enable us to give up offsite storage units saving around \$10,000 per year.
- The 9 Railway terrace property has been redeveloped with a new two story office building for RASAC and also lease out to other tenants so as to generate a long term income. The new office is to be finished in the 2<sup>nd</sup> half of 2024, following which we will move in. Having our own office will save RASAC around \$75,000 a year, and together with rental of the ground floor to tenants, we should generate a further \$60,000 a year. Anangu visiting Alice Springs are always invited to call in and say hello. There is also space to do some work from, such as making phone calls.

Once the new office is tenanted, in total the above three investments will be generating around \$250,000 a year in gross rental income for RASAC. All are very good long term investments for RASAC.

## ⇒ **Future Business Development**

RASAC's have continued to stabilise our operations and are operating within all the parameters required at this time.

RASAC continue to provide support for staff and also continue as an organisation to operate efficiently with concentration on our core programs.

Supply chains issues still continue to impact on RASAC. These issues have improved but RASAC continue to maintain reasonable stocks of required items. Vehicles and plant have also been impacted and our methods in respect to these areas has been to order in time to allow for delays in supply and deliveries. This has continued throughout this reporting period.

The Jawun program has been an enormous program for RASAC. Having the ability to work on and create defined projects in this program has really benefited RASAC.

RASAC has maintained our contracts for MUNS in all communities, Aerodromes and Homelands and Homeland road maintenance. As an organisation we will seek to further develop these and other opportunities to build and develop the skill-set and capabilities of our organisation. We continue to Tender and successfully win small works contracts. 2024/25 will be the final year of our current 2 year MUNS contract so we will continue

to raise this with appropriate contacts within the Commonwealth Government.

RASAC remain an active member of Empowered Communities in the Tri State region. Jamie Nyangu also continues to play an active role working closely with Empowered Communities.

⇒ **Work Health & Safety (WHS)**

In respect to WHS RASAC have remained very active in this area and lead this area across all APY based organisations.

RASAC has continued to make WHS improvements to our operations throughout 2023/24. Key safety matters which were progressed include:-

- New procedures developed, revised, and implemented for MUNS, CDP, Homelands, and Umuwa Depot tasks and equipment, including:-
  - roadwork traffic management
  - windsock pole raising and lowering
  - MUNS road sweeper,
  - MUNS tilt tray, and
  - MUNS tilting trailers.
- Depot lifting equipment inspected and verified ahead of periodic Homelands installation works.
- Spill kits, waste oil spill container, and emergency eye wash station sourced and installed at Umuwa Depot.
- Ongoing six-monthly evacuation drills conducted at RASAC community work sites.
- Ongoing SOP training of workers with new and/or improved procedures.
- Ongoing inspection and maintenance of fire protection equipment.

● **WHS Committee**

The WHS Committee met seven times over 2023/24. Nomination and election/appointment of worker representatives was undertaken in January 2023, in accordance with the WHS Committee Terms of Reference, with vacancies filled during the year as per the Terms of Reference. The Committee continues to follow up hazards and other WHS concerns raised by workers.

● **Accident and Incident Register**

60 Incident Reports were received relating to a range of safety matters including employee injuries and illnesses, near misses, and community unrest. Some incidents involved more than one category of occurrence, as indicated in the summary table. No notifiable incidents were recorded.

RASAC remains focussed on reporting of incidents and early intervention, to ensure that we address causes of WHS incidents to improve safety at our worksites.

**RASAC WHS Incident Register**  
*(2023/24 & preceding 5 years)*

Incident	2023/ 24	2022/ 23	2021/ 22	2020/ 21	2019/ 20	2018/ 19

Verbal assault/ threat/ community unrest	15 <sup>1</sup>	3	6	6	6	9
Sprain/strain	7	2	1	7	5	7
Pinch, laceration, bruising, infection	4	6	4	7	2	5
Near miss - employee injury; property damage	4 <sup>2</sup>	2	4	6	3	5
Physical assault	9	5	1	1	1	1
Other	6	4	5	4	5	
<b>Subtotal Personal Incidents</b>	<b>39</b>	<b>22</b>	<b>20</b>	<b>31</b>	<b>22</b>	<b>27</b>
Other: policy breach	3	3	4	2	3	2
Vehicle/property damage	23 <sup>3</sup>	28	19	26	26	23
<b>Total All Incidents</b>	<b>60</b>	<b>50</b>	<b>38</b>	<b>59</b>	<b>51</b>	<b>52</b>

<sup>1</sup> Includes six physical assaults.

<sup>2</sup> Includes two policy breaches.

<sup>3</sup> Five of these incidents also associated with verbal assaults and/or physical assaults.

### ⇒ Support for Anangu

RASAC have continued to support Anangu throughout this reporting period. Examples of such support, which is a direct cost to RASAC, include the following:-

- Support for the Anangu football and softball teams with assistance primarily with fuel to get to the games but in some instances, uniforms. In 2023/24, the support totalled in excess of \$70,000.
- Grading of roads and camping areas in most communities for Cultural Business and Sorry Business came at a cost of around \$75,000 to RASAC.
- Support around the passing of some significant Anangu was also supported by RASAC.
- Direct support of food and supplies via community stores purchase orders for numerous sorry business and cultural business camps. In 2023/24 we contributed in excess of \$90,000.
- Community Funerals – our assistance is mainly in-kind through the digging of graves and setting up and maintaining areas for sorry business. In 2023/24, RASAC again assisted with around in excess of 50 graves at an estimated cost of around \$100,000 to RASAC.
- Individual sponsorship – an example of this support is the direct sponsorship provided to a local Anangu to enter the 2024 Finke Desert Race

The Board and management have also developed a long term cash flow and investment report which incorporates funding for some specific Anangu projects and support over the next 5 years. The following summarises the allocations for this period:-

Item	2024/25	2025/26	2026/27	2027/28	2028/29
	\$	\$	\$	\$	\$
<b>Anangu Support Projects:-</b>					
Capital Contribution to Cost of a Morgue	(500,000)	(500,000)			
Annual Subsidy Nganampa Health to Operate Morgue		(50,000)	(50,000)	(50,000)	(50,000)
Annual Anangu Sorry Business Support	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Annual Anangu Cultural Business Support	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Annual Support to Anangu Events & People in each Community (Targeting Elderly, Youth & Children)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
Toilets & Water at Cemeteries	(125,000)	(125,000)			
Upgrades to Sports Ovals	(350,000)	(350,000)			
Other projects for Anangu on APY Lands (details to be determined)	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
CDP Trials Projects	(750,000)				

### ⇒ Paul Fitzsimons (Fizzer) Memorial Award

Paul Fitzsimons was an Independent Director of RASAC from 2014 until his death in late 2017. He became involved with RASAC to help promote positive futures for Anangu workers on the APY Lands, through real jobs and training. His parting wish was to continue this work through donations to support training for the Anangu workforce at RASAC.

At his funeral service donations were collected and this fund has since supported an annual Anangu employee of the year award. These awards are announced at the AGM.

### Conclusion

In conclusion I would like to thank everyone at RASAC. This has been a very busy year operationally and then when you add in the construction of the Pukatja Pool and Youth Centre as well as our new office construction in Alice Springs it really demonstrates that we have worked very well as a Board and a team. Working together makes our journey easier and it is clear that this is exactly what we have done. Our Board has supported us and it is still our desire to keep building and to make the APY a better place for Anangu.

RASAC have maintained extremely high standards of service provision and operations and we will continue to seek improved outcomes and opportunities as we continue on our journey. Our profile as an organisation within Government remains strong and we have continued to maintain our high-performance standards. Our engagement with State and Commonwealth Governments and the NGO Sector remains strong and regular.

Our links and communication at Community levels have been maintained and remain a key priority for us.

RASAC has continued to advocate with Government for better outcomes for Anangu in respect to better opportunities and more realistic employment outcomes. As an organisation we are demonstrating by our actions that RASAC are a very sound and capable organisation.

Our Anangu Board External Director positions are all about to be filled for the next two-year period. I would like to thank all RASAC Board members for the ongoing support that they provide which has greatly assisted RASAC in becoming the strong Anangu organisation that it is at this time.

In finishing I would also like to thank a few people that have been very important to RASAC

in our immediate past:-

- I have just thanked our Board members, but I would also like to thank all of our RASAC Management team. A large part of the success of RASAC over this period is thanks to some very dedicated staff. Thank you for supporting our staff and also acting in a positive manner throughout this reporting year;
- I would also like to thank and pay respect to some of our important Anangu and family members that have also passed away in this past year; and
- I would also like to take this opportunity to thank you all. At the time of writing this report (September 2024) I am working in my last few days as the General Manager of RASAC and I have spent some time have reflecting on my journey with RASAC. After 10 years at the helm of RASAC it is time for me to step aside. I have enjoyed this time with you all and I am now enjoying semi-retirement. Thank you and I wish you all the best into the future.

Mark Jackman

General Manager

And on behalf of the RASAC Directors