

**wunan**

Choose your future

Annual Report **2007**

Wunan Foundation is a not-for-profit and non-government Indigenous organisation with a focus across the East Kimberley region of Western Australia.

The Foundation enjoys a number of important strategic partnerships and particularly wishes to acknowledge the following organisations:



Macquarie Bank  
Foundation



**Australian Government**

Indigenous Land Corporation  
Indigenous Business Australia  
Dept. Employment & Workplace Relations



Dept. Indigenous Affairs  
Dept. Housing & Works



CLAYTON UTZ



## Our purpose

Wunan's purpose is to ensure that Aboriginal people in the East Kimberley enjoy the capabilities and opportunities necessary to make positive choices that lead to independent and fulfilling lives — essentially, to have dreams and a fair chance at achieving them.

We facilitate long-term and sustainable change by focussing on our strategic priorities:

- Education & employment
- Accommodation & housing
- Community management support
- Commercial independence
- Corporate governance & capacity

## Our name

**“A group of Aboriginal men appeared out of nowhere. Already symbolically marked in vivid white ochre and a burnt red like the very rocks of the Kimberley, they moved slowly among the rest.**

**Wide-eyed children quickly made space and turned to their mothers for security. The messengers carried huge bundles of ochre-coloured bamboo. This ritual was called 'Wunan'. It was a traditional distribution of wealth, a bartering. A means of caring and sharing — Aboriginal currency. ”**

— extract from *Wyndham Yella Fella* by Reginald Birch, a founding director

## Our core values

We are *trustworthy* in our dealings with the community

Our services are *accessible* to the community

We promote, reward and encourage *success* within our community

Our programs and our operations are *transparent*

Our programs are *innovative* and based on on-the-ground realities

We have the courage to make *pragmatic* decisions

We believe in *equity* in everything we do





Board members (L-R): Ian Trust, Tom Birch and Vicki Butters

## Message from our board

The 2006/07 year has been a tremendously challenging and rewarding year for the board and staff of Wunan.

The goal of Wunan is to help Aboriginal people of the East Kimberley realise their dreams, by contributing to better employment, education, housing and governance outcomes across the region. This is not easy, but Wunan's successes have been rewarding for the board, our staff and an increasing number of Aboriginal people across the East Kimberley.

These successes are outlined throughout this Annual Report and we hope that our partners will be as proud as the Wunan board is of our staff and the young Aboriginal people that have "voted with their feet" and engaged with the employment, education, accommodation and governance programs offered by Wunan.

Over the past 18 months we feel there has been a groundswell of support for Indigenous issues and a shift in the nation's consciousness in relation to Indigenous Affairs. Australian people want to see things change for the better.

As such, we have an unprecedented opportunity for community, government and private enterprise to achieve the fundamental changes required for Indigenous people and

families to build independent lives.

However this will require courage and commitment to move away from the passive welfare model, and focus on individual responsibility and reward for effort. Rather than pouring money into the pit of disadvantage we must build a ladder of opportunities to support people to make their own choices on their own behalf.

Only then will motivated and responsible Aboriginal people have the chance, the choice, and the incentive to get off ground level and start climbing the socio-economic ladder.

Going forward Wunan will continue to work with our partners, government and East Kimberley communities to build on our past successes, and to create an environment where Aboriginal people and families have the capacity to choose their future.

**Tom Birch**  
Chairman

**Ian Trust**  
Executive Director

# Our Board

## Chairman

### Tom Birch

Chairman since 2002  
Traditional Owner from Wyndham area  
Chairman Kimberley Land Council; formerly  
Director, Wunan ATSIC Regional Council

## Executive Director

### Ian Trust

Executive Director since 2004  
Formerly Founding Chairman 1997—2003  
Director, Indigenous Business Australia;  
Director, Indigenous Land Corporation  
Formerly ATSIC Commissioner (Kimberley);  
Chairman, Wunan ATSIC Regional Council

## Special Advisor

### John Nicholas

Special Advisor since 1997  
Fellow, Institute of Chartered Accountants;  
Registered Tax Agent; Member, Australian  
Institute of Company Directors  
Formerly Senior Partner, Ernst & Young

## Directors

### Vicki Butters

Director since 2004  
Traditional Owner from Purnululu area  
Dip. Business Management; Manager,  
Kimberley Language Resource Centre  
Formerly Member, Kimberley Aboriginal  
Education Council; Member, Kimberley  
Aboriginal Medical Services Council

### Julie Anne Johns

Director since 2007  
Traditional Owner from Mulan area

### Carol Johnson

Director since 2007  
Chairwoman, Ngali Ngali Purru Women's  
Centre; Deputy Office Manager, Warmun  
(Turkey Creek) Community Inc.

### Justin Manson

Director since 2007  
Traditional Owner from Billiluna area  
Dip. Education (Maths and Literacy);  
Community Teacher, Kururrungku Catholic  
Education Centre; Vice Chair, Mindibungu  
Aboriginal Corporation





## CEO's message

As CEO of Wunan, I believe there is the potential for all Aboriginal people in the East Kimberley to lead a fulfilling and rewarding life. However for this to become a future reality we must face up to the current reality: passive welfare is not a solution.

History has shown that the policies of the past have, in the most part, failed to achieve the improved socio-economic outcomes they intended to. We must look to the future with an open mind, and with the courage to challenge the status quo, and to find new ways to go forward.

Wunan's purpose is just that — to provide new ways to go forward, so that Aboriginal people and families can make their own decisions about what a 'better life' means to them (not what the State, welfare lobby or mainstream Australia believes it to be).

Recently I sat down with one of our Aboriginal builders from Wunan Construction & Maintenance. He explained to me his frustration with the housing industry in regional areas, where most of the work is done by contractors, and in a lot of cases these contractors are flown in.

He highlighted one of the glaring opportunities right in front of us: make sure that some of the public construction projects planned for the East Kimberley region are set aside for training Aboriginal people. As he put it, "we're not asking for a handout, just for an opportunity to be part of the solution".

Wunan believes that the single most important driver for this to happen, for Aboriginal people to be part of the solution, is the urgent realignment of incentives to ensure that people who get jobs and take their children's wellbeing and education seriously are supported and rewarded for their efforts, with incentives such as first access to good housing.

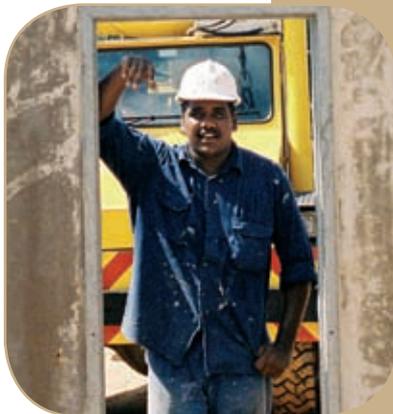
We are encouraged that this thinking is gaining traction with governments, the private sector, and with the growing number of Aboriginal people who are "voting with their feet" for a more positive future.

At Wunan, we have growing confidence in the set of strategies by which we seek to deliver more positive choices in life for Aboriginal people in the East Kimberley.

We also draw strength and confidence from the quality of our people and partners, our sense of purpose, and the significance of the task ahead.

After all, the achievement of stronger and more rewarding life prospects for Aboriginal people, and the inter-weaving of opportunity and prosperity for Aboriginal and non-Aboriginal people, is perhaps the single-most important key to the future of the East Kimberley region.

Ralph Addis  
CEO



# Contributions to our East Kimberley community

## Education & employment

- Wunan directly employs 20 Aboriginal staff, including 5 second-year apprentices and 8 trainees.
- East Kimberley Job Pathways has placed over 60 young Aboriginal people into real jobs in its first 18-months of operation.
- Provided significant development support to Kimberley Group Training; KGT now employs over 180 Aboriginal trainees and apprentices.
- East Kimberley Job Pathways has facilitated career development forums for over 150 students and 30 parents.

## Accommodation & housing

- Wunan has provided over 15 Accommodation Scholarships to support Aboriginal trainees, apprentices and employees staying at Wunan House.
- Wunan House provides over 3,500 "bed nights" per annum of accommodation for young Aboriginal trainees and apprentices.
- Pindan Place provides an independent accommodation option for Aboriginal people building a working future.

## Community management support

- Wunan Business Services provides management and governance support to several East Kimberley community organizations (including Kimberley Group Training, Kalumburu, Oombulgurri, Waringarri and Warmun).
- Wunan Business Services is assisting communities to develop on-the-ground capacity as part of the WA state government's Place Management initiative.
- Wunan, through a joint-venture with Lotterywest is assisting communities to connect directly with private and philanthropic partners.

## Commercial independence

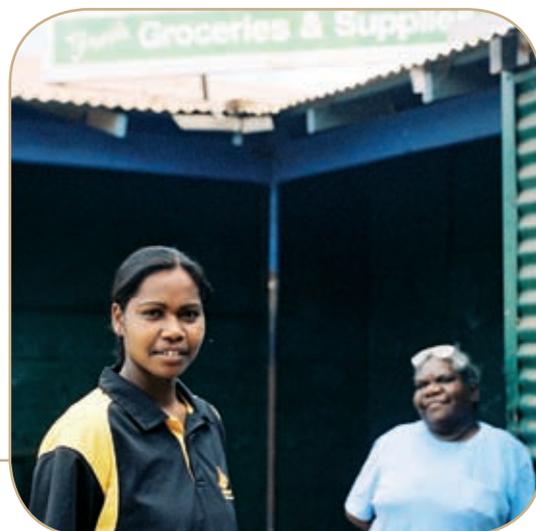
- Wunan's asset base is valued at over \$12m and delivers critical surpluses for re-investment in operations and new social ventures.
- Kimberley Wilderness Adventures, a joint-venture with APT, is the largest operator of ground tours and wilderness camps in the Kimberley.
- Wunan continues to build strong relationships with key philanthropic partners across Australia.

## Corporate governance & capacity

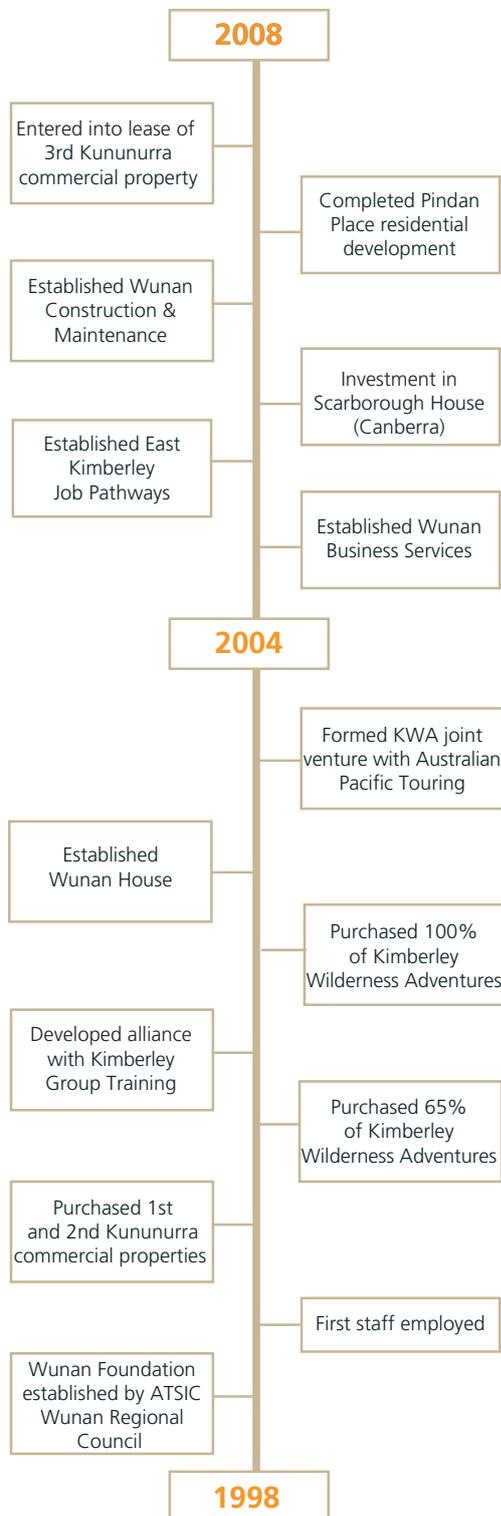
- Wunan has maintained a strong and stable Board for past 10 years.
- Wunan has established a highly skilled senior management team with strong commercial and socio-economic development experience.

## Research

- Completion of the "Real Jobs" independent research project identifying 1,700 real job opportunities across the East Kimberley.
- Commissioned "Job aspirations for young Indigenous people" research (to be released in 2008) to capture how young people see work, and how Wunan can better support them along the pathway to independence.



## The Wunan Journey



## Our Brand Story



In light of the constantly evolving environment in which Wunan operates, 2007 saw us review the Wunan logo to ensure that it accurately reflects who we are today, and where we're going in the future.

Our new logo visualises who Wunan is, and where we're going in the following ways:

- The circle represents inclusion and universality: Wunan is a regional organisation. We work with all Aboriginal people of the East Kimberley.
- The equal sign represents results and choice: Wunan's function and objective is to be a facilitator, a bridge to the results achieved by individuals making their own choices, on their own behalf – benefiting themselves and their communities.
- The colours reflect the uniqueness of the East Kimberley: Wunan and the Aboriginal people we serve operate in a region of spectacular beauty, rich in social and economic opportunities.
- The positioning line reflects Wunan's philosophy of individual choice and responsibility.

In short Wunan is about opportunity, choice and the future of the East Kimberley.

## Wunan Foundation —overview 2007

Wunan's purpose is to ensure that Aboriginal people in the East Kimberley enjoy the capabilities and opportunities necessary to make positive choices that lead to independent and fulfilling lives – essentially, to have dreams and a fair chance at achieving them.

The East Kimberley enjoys burgeoning social and economic opportunities, but the challenges and barriers faced by Aboriginal people in sharing the benefits are daunting – particularly for kids and youth.

Here at Wunan we are focused on using education, employment and accommodation to strengthen the capabilities of Aboriginal people and their families to unlock these choices and opportunities.

Our programs are focused around five strategic priority areas: Education & employment; Accommodation & housing; Community management support; Commercial independence; and Corporate governance and capacity.

We believe that a number of important factors differentiate Wunan from many other Aboriginal organizations and have contributed to our sustainability and effectiveness:

- A clear purpose and measurable goals
- Strong organizational capacity and a consistent, long-term focus
- A stable board and corporate governance platform, including independent specialist expertise
- Financial independence, allowing us to innovate and take informed risks, critical to finding local solutions
- A strong reputation for practical outcomes
- The ability to build practical linkages between activities, and coordinate services: reducing the risk of duplication

The environment in which Wunan operates is complex and challenging, at a number of levels, but also dynamic, innovative and rich in potential for positive social change.

Looking forward, Wunan is dedicated to building on our core-competencies to ensure that our services continue to address the needs of Aboriginal people in the East Kimberley, and contribute to long-term socio-economic solutions.



**“ We must work on realigning the incentives to make it worthwhile for Aboriginal people to take the lead in building their own independence. ”**

—Ian Trust, Executive Director



## East Kimberley Job Pathways —overview 2007

**“It’s really rewarding to see how self esteem and a real job can change these young kids whole outlook on life.”**

— Rebecca Fisher, Case Manager, East Kimberley Job Pathways

East Kimberley Job Pathways is committed to providing innovative long-term solutions in education, training, employment and leadership for Indigenous people in the East Kimberley.

Job Pathways’ programs aim to support young people to transition directly into real jobs, return to formal education, or get ‘school ready’.

Current Job Pathways programs include:

- Local Community Partnerships – working to increase the number of young Indigenous people transitioning directly from school to work, and encouraging local employers to become actively involved; and
- Indigenous Employment Services – designing flexible training solutions to increase ‘employability skills’, and providing post placement support, including counselling, financial planning, self-esteem building, skills development and accommodation, to achieve sustained employment outcomes.

Fortunately, our research shows that there are good long-term job opportunities across the East Kimberley region and in 2007/08 we will be introducing additional programs to support Indigenous people in taking up these opportunities, including:

- Work Away -- giving people the support and choice to work in any location, across Australia, where real jobs exist;
- Strong Start – a school readiness program offering children and their families support such as early reading, housing coordination and other practical assistance to ensure kids are ‘school ready’; and
- Connections – working with disengaged young people to build numeracy and literacy, life skills and work skills, in an environment which offers an alternative to mainstream education.

Through these programs Job Pathways will support Indigenous people in the East Kimberley to take advantage of current and future opportunities and have choice and control in their lives.

# Wunan Business Services —overview 2007

Wunan Business Services (WBS) is focused on building capabilities and creating opportunities for Indigenous organisations in the East Kimberley.

WBS operates as a 'skill-bank' to support other Indigenous organisations in the East Kimberley to be more stable and effective in achieving their goals.

In addition to direct expertise and support, WBS builds capacity within communities to encourage skills-transfer and self-sufficiency.

Current WBS services and support include:

- bookkeeping
- accounting
- budgeting and planning
- grant and risk management
- human resources
- governance support and mentoring

At present, we work with a range of Aboriginal organisations across the East Kimberley, including Kalumburu, Oombulgurri, Warmun, Waringarri, Waringarri Arts and Kimberley Group Training.

It is also a core function of WBS to be the backbone of the growth and success of Wunan's broader commercial and social activities.

WBS will continue to build its 'skill bank' to provide expertise, support and training in the following areas:

- fundraising & public relations
- business development
- project management
- IT support

Going forward WBS will continue to provide the best possible support to Wunan and our partners to ensure the real needs of the people they serve are addressed.



**“ Wunan’s progressive philosophy for Indigenous Australians is based on developing self-reliance through building individual economic and social capacity, removing the notion of a powerless victim to one of being in control. ”**

—Leonie Cameron, CEO,  
Kalumburu Aboriginal  
Corporation



**“The most important thing for me has been the experience and the skills I have gained. Now I’m doing my apprenticeship and I’ve got a career and a positive future.”**

—Lee Gerrard, 2nd Year Apprentice, Wunan Construction & Maintenance

## Wunan Construction and Maintenance —overview 2007

Wunan sees housing as a key part of the socio-economic equation for Aboriginal people. Housing should be both a major source of work (and associated benefits such as dignity and family stability), and a significant incentive to encourage Aboriginal people towards greater individual and family independence through education and work.

Wunan Construction & Maintenance (WCM) therefore has the following objectives:

- Create a sustainable commercial housing business;
- Provide a structured model for young Aboriginal people to gain skills for life, work and the building sector, and as a result build a pool of competent local people working in the housing sector; and
- Provide an alternative local capacity to contribute to better value in building services for Aboriginal housing, including new housing, upgrades and repairs & maintenance.

WCM is focused on building a sustainable commercial business, and at the same time establishing a strong training and skills development structure, supported by local mentors.

WCM currently employs: 10 Aboriginal Trainees and Apprentices, typically recruited through Wunan’s work-readiness programs; 2 Building Supervisors / Trainers; a Project Manager; and, importantly, 1 respected and experienced Aboriginal Mentor.

WCM’s primary commercial services include:

- New housing construction;
- Housing renovations and upgrades;
- Routine repairs & maintenance; and
- Non-routine repairs & maintenance.

Critical success factors have been consistency and nature of work, quality of building supervisors and Aboriginal mentoring, development and maintenance of a “working” team culture, establishment of clear expectations and incentives around desired work behaviours, and access to Wunan Accommodation.

Looking forward WCM is focused on supporting our Trainees and Apprentices move through their studies and obtain formal building qualifications; and pursuing business opportunities across the East Kimberley, including Halls Creek and other remote communities.

# Wunan Accommodation —overview 2007

Wunan believes a good home, together with real work and proper education for kids, is a key ingredient for Aboriginal people and families in our region to re-establish control over their lives, and to enjoy real choices for their future.

Wunan Accommodation provides accommodation alternatives that support people to support themselves, by creating a clear, affordable and viable pathway for people as they move from welfare to a working future. Our accommodation options are based on our innovative “Stepping Stone” accommodation model.

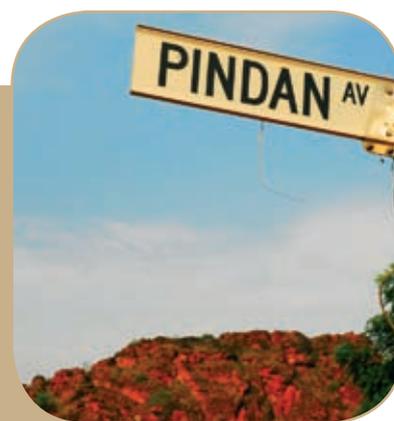
The Stepping Stone model views housing not just as “bricks and mortar”, but as a powerful enabler for people to adopt constructive and sustainable lifestyles. This model creates a real and practical incentive for people and families to continue striving for self-reliance by developing housing options that reward people for endeavor and self-responsibility and ensure people are not rewarded for passivity.

At present Wunan Accommodation manages and operates two housing developments in the East Kimberley:

- Wunan House: our 18-bed residential hostel providing single and shared rooms with en-suite facilities, common area, computer and internet access and three quality meals per day, to young Aboriginal people who are currently working, studying or undertaking traineeships or apprenticeships; and
- Pindan Place: our 3-unit residential development (built by Wunan Construction and Maintenance), providing shared private-rental accommodation to Aboriginal people, particularly for families, as they establish themselves in employment.

These Stepping Stone accommodation options link directly with Wunan’s existing activities around work-readiness, employment mobility, youth engagement, early intervention, and family income management.

Looking forward Wunan Accommodation is focused on expanding our stock of Stepping Stone accommodation options, including further student accommodation options and more workers accommodation. Wunan Accommodation is also looking to expand our services across the East Kimberley, including Halls Creek and other remote communities.



**“ Living at Pindan Place is great. It’s comfortable, affordable, and the school is within walking distance. Living here has helped me focus on my job and my kids’ education. ”**

—Michelle Martin, Resident, Pindan Place

## Wunan Investments— overview 2007

Wunan Investments aims to build a strong asset base to give Wunan the financial independence to take informed risks, the ability to provide seed capital for innovation, and the capacity to maintain consistent long-term strategies independent of changes in the policy environment.

Wunan Investments objectives are:

- to acquire investments that offer the best prospects for maximising economic benefits, income, and training and employment outcomes for Aboriginal people of the East Kimberley;
- to achieve strong financial performance from all investments, with return on investment targets developed that incorporate related social returns; and
- to work with other Indigenous organisations to increase Aboriginal involvement in the mainstream economy and regional development.

Wunan Investments' activities include:

- Portfolio Development – portfolio planning, developing innovative investment strategies, reviewing existing opportunities, and negotiating and acquiring new investments.
- Investment Management – managing Wunan's existing investments through outsourced property management arrangements and joint ventures, adding value to these investments and performance reporting to relevant stakeholders.

The Wunan Investments portfolio consists of property and commercial businesses, both within the East Kimberley and beyond.

Our property portfolio includes:

- 6 residential and 3 commercial properties in Kununurra;
- 2 Stepping Stone accommodation properties in Kununurra; and
- A commercial interest in the Scarborough House office complex in Canberra.

Our business portfolio includes:

- A 40% share in Kimberley Wilderness Adventures (joint-venture with Australian Pacific Touring), a successful tourism operation offering tours throughout the Kimberley, working closely with remote Indigenous communities.

Wunan uses the income from these investments to service finance requirements and to invest directly into our socio-economic programs.

Looking forward Wunan Investments aims to drive the growth of our existing commercial enterprises, and to build our commercial portfolio by capitalising on the opportunities that exist in the East Kimberley's burgeoning regional economy.

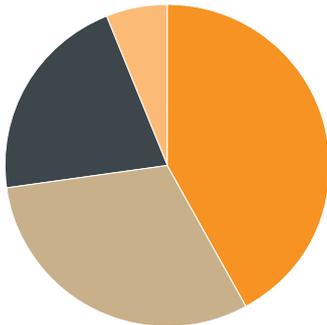


**“APT's unique partnership with Wunan has helped us build strong relationships with remote Aboriginal communities and ensure that Aboriginal people are directly involved in the East Kimberley's burgeoning tourism industry.”**

—Dino Magris,  
General Manager Australian  
Touring, APT

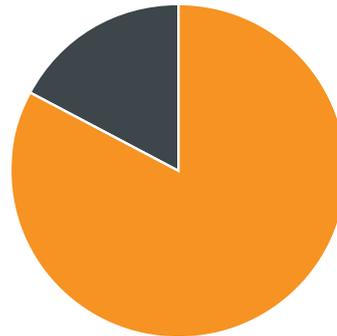
# Finance — overview 2007

**Income by source**  
(Total \$4.5m)



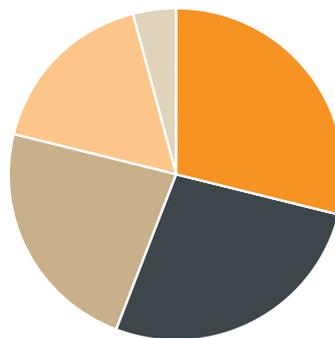
- 42% Trading Income
- 31% Government Grants
- 21% Investment Income
- 6% Philanthropic Support

**Expenditure**  
(Total \$4.4m)



- 83% Programs
- 17% Administration & Fundraising

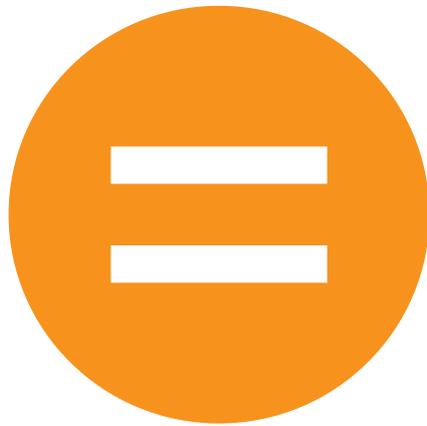
**Program expenditure**  
(Total \$3.7m)



- 29% Wunan Construction & Maintenance
- 27% East Kimberley Job Pathways
- 23% Wunan Business Services
- 17% Wunan Investments
- 4% Wunan Accommodation

This financial information has been extracted from Wunan's June 2007 consolidated monthly management reports.

The Audited Special Purpose Financial Reports for the year ended 30 June 2007 are available on request. Please contact our Kununurra office on 08 9168 3881.



**wunan**

Choose your future

**Wunan Foundation Inc.**

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