



**TIDE**  
TAREE INDIGENOUS  
DEVELOPMENT &  
EMPLOYMENT LTD

**ANNUAL REPORT 2019**



"I have this morning caught up with the team working on the Gleditsia. They are working through the program systematically and developing good relationships with landowners along the way. Their work ethic is a credit to them both as a team and as individuals."

## Wendy Bushell

MidCoast Council - Catchment Weed Biosecurity

"I found the boys co-operative, professional and hard working. Nothing was too hard and believe me some of the segments were difficult. Once again would you pass on these comments and a "thank you" to Anthony and Jason."

## Rod Spicer

MidCoast Council

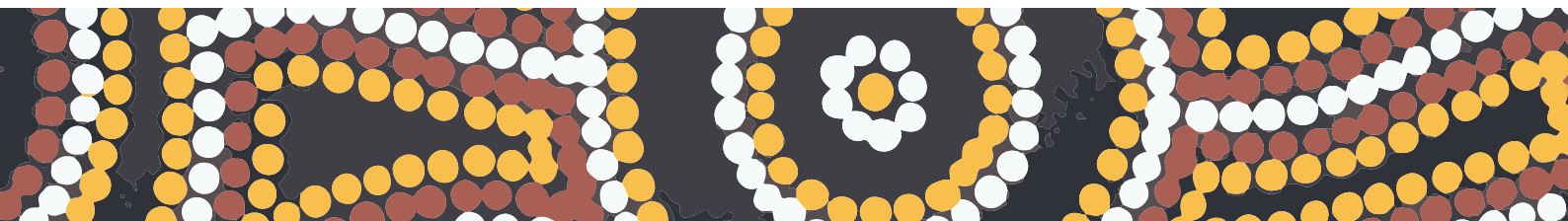


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Front & Back Cover Image: Milky Way Panorama, Farquhar Inlet,  
Manning River delta – a gazetted Aboriginal Place  
Photo: Jon-Paul Bullard

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This publication may contain images of Aboriginal Elders who have returned to Mother Earth.



## WHO WE ARE

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Taree Indigenous Development and Employment Ltd (TIDE) is an Aboriginal owned and operated organisation.

TIDE was incorporated in 2008 by the Australian Securities and Investments Commission (ASIC) as a Company Limited by Guarantee. TIDE is a registered Charity. TIDE is also Tax-Deductible Gift Recipient (DGR) meaning gifts to TIDE are tax deductible.

TIDE was originally set up to manage a government funded community development and employment project (CDEP) and various other employment programs.

TIDE has an open-door policy for Aboriginal People.

TIDE now manages over \$1 million of government program funding each year to provide services to Aboriginal and Torres Strait Islander people. TIDE mainly works with the Biripi and Worimi people of Taree, Forster/Tuncurry, Gloucester, Wauchope and Port Macquarie. However, TIDE has delivered services from as far north as Ballina and as far south as Newcastle.

### The key focus areas have been:

- ▶ to maintain and develop links between Indigenous employment and natural resource management on the Working on Country program which has been operating for over ten years
- ▶ to provide Indigenous Community Support Services, Parent and Community Education and learn to drive programs.
- ▶ to assist Aboriginal persons in various forms of training and development including school based Aboriginal traineeships and in promoting the education needs of young Indigenous persons to help them prepare for employment.
- ▶ to support Indigenous people to gain economic independence through employment, business ventures.

## OUR MISSION

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TIDE's mission is to ensure everyone involved in our organisation does their utmost to encourage and provide support and services to Aboriginal persons and to develop opportunities for Aboriginal people to care for their traditional lands and country.

## OUR VISION

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TIDE seeks to be recognised as an organisation that understands and respects traditional owners, traditional Indigenous values and culture and which actively and effectively assists Indigenous people gain meaningful community support, caring for country, training and personal development and employment in a culturally appropriate environment.

TIDE recognises this must be achieved on a continuing basis and not merely be short-term in nature.

## OUR VALUES

### As an employer

- ▶ To be fair and honest with staff
- ▶ to recognise their individual abilities and personal development
- ▶ To encourage individual contributions and team input to TIDE's direction
- ▶ To provide clear instructions and explanations of TIDE policies and procedures

### As a seeker of funding

- ▶ To be recognised as an effective generator of community partnerships in the spirit of working together
- ▶ To actively consult with the community and our partners
- ▶ To be recognised as an honest and transparent organisation
- ▶ To be seen as efficient, effective and ethical in the delivery of our services

## OUR MEMBERS

Under the TIDE Constitution there are seven Members, the majority of whom must be Aboriginal Australians. The Members elect the Directors - who comprise the Board - at the Annual General Meeting (AGM). There can be no less than three and no more than ten directors.

### Members

- ▶ John Clark (Indigenous)
- ▶ Pamela Paulson (Indigenous)
- ▶ Mick Leon (Indigenous)
- ▶ Kelly Syron (Indigenous)
- ▶ Natasha Davis (Indigenous)
- ▶ Chris Sheed (Non-Indigenous)
- ▶ Chris Try (Non-Indigenous)

**89% ABORIGINAL  
EMPLOYEES AT TIDE  
2018-19**

## OUR BOARD

**KAREN BRADLEY:** is a proud Kamilaroi woman, born in St George, Queensland. Health and Education are two passions of hers. Karen is a previous board of director for Biripi Aboriginal Medical Centre.

She has worked in health and education for over 15 years. She is currently the leader of community and engagement at Taree Public School. Karen is committed to supporting TIDE with their future planning. Under the Connected Community Strategy Karen has qualifications in the following areas:

- ▶ Domestic Violence
- ▶ Sexual Assault
- ▶ Child Protection
- ▶ Training and Assessment
- ▶ Community Development

**PAMELA PAULSON:** is a proud Worimi Aboriginal elder born in Taree, but has lived in Tuncurry Forster her whole life. Pamela worked for the Commonwealth Employment Service who amalgamated with the department of social security. She also worked as a nurse aid at Manning Base hospital and then went into early intervention for the local LGA. After that she worked on council for 17 years as an Aboriginal liaison service officer.

Pamela has worked extensively with both the Aboriginal and non-Aboriginal communities with positions on the boards of many organizations including; Manning District Hospital Advisory board, Community Health Team Forster, Forster Local Aboriginal Land Council, Tobwabba Medical Centre and also a support person for Police Service. Pamela is very proud of the fact that back in 1999 she started the first Aboriginal Community Indigenous Achievers award. Pamela is a founding member of Taree Indigenous & Development. She worked with TIDE as a receptionist before retiring and becoming a board member. She has been on the board since 2011.

**AMANDA BRIDGE:** is currently the executive officer for out of home care for Burrun Dalai. She has worked extensively with Aboriginal families on the mid north coast.

Amanda started her career in admin for Community Services. She then worked for Manning Youth Refuge, Biripi Aboriginal Medical Service where she managed child and family services and then the Great Lakes/Manning Aboriginal Children's Service.

She is a voting member of both the Biripi Aboriginal Medical Service and the Taree/Purfleet Local Aboriginal Land Council. She has been on the board of Taree Indigenous Development & Employment since 2012.

**RUSSELL CAVANAGH:** is currently an Aboriginal liaison officer for Legal Aid. He has a vast experience in customer service and customer liaison, having worked for various government organizations including Legal Aid, Medicare local mid north coast, the department of human services, the department of juvenile justice, NSW tafe and Centrelink.

Russell originally did a degree in applied science. He has furthered his studies with cert IV's in both project management and workplace assessment plus a diploma in management. Russell is representative on the Mid North Coast's Aboriginal Men's Group, is a board member with Werin Aboriginal Medical Centre and has been a director for Taree and Indigenous Development and Employment for several years.

**KEVIN CLARK:** is a proud Biripi elder. Kevin has lived in Taree most of his life. Kevin has helped a lot of people in the community. His main work has been in sales selling spare parts for York Motors. Kevin started on the TIDE board of directors in 2013 and provided regular contributions to TIDE's direction.

Kevin's favorite hobby is making old walking sticks and fixing cars. He helps anyone that needs a hand with their car. He is also a keen gardener and likes looking after his bonsai plants which need a lot of care.

## MESSAGE FROM CEO JOHN CLARK

**89% of TIDE's workforce is Aboriginal. Over \$729,996 in wages was paid to Aboriginal Employees.**

TIDE employed a total of 41 people. A key achievement of TIDE is its low attrition rate. This has enabled some of TIDE's original CDEP employees to become diploma qualified supervisors during their 10 years with the organization. 23 persons are now permanent staff. The total hours employed was 33,254 hrs which is 18 full time equivalents.

TIDE generated \$298,656 in Fee for Service Income from a number of projects in the areas of Conservation and Land Management for our valued partners. Our association and working relationship with National Parks, Local Land Services, Mid Coast Council, Land Owners, Local Schools the Aboriginal Education Consultative Committee, Local Land Councils and local businesses has been excellent.

TIDE received over \$1million of government funds for its working on country and community services programs. We recognise and thank the Department of Prime Minister and Cabinet for their support and the conversations we have in relation to delivering our funded projects and programs.

**TIDE would like to celebrate the following key achievements of our staff:**

- ▶ \$298,656 fee for service income
- ▶ 26 Provisional driving licenses for Aboriginal people
- ▶ 43 Family Violence case managed
- ▶ 23 Cultural workshops
- ▶ 43 Indigenous Students case managed
- ▶ 4 Cert III's in Aviation (Remote Pilot- Visual Line of Site)
- ▶ 76 Aboriginal persons in crisis supported



## OUR MANAGEMENT TEAM

### JOHN CLARK OAM CHIEF EXECUTIVE OFFICER

John Clark was awarded an OAM in 2004 for his service to the Indigenous Community. John started out as a laborer working in fruit picking, laying pipes for the department of public works. He started his work with the community as a regional culture and heritage officer for NSW Aboriginal land council and then as an Aboriginal liaison officer for Greater Taree City Council and then for the department of social services before becoming the CEO of Purfleet Taree local Aboriginal land council in 1999 for eight years. John was a founding member of Taree Indigenous Development and Employment in 2008 and commenced as the CEO. A position he still holds. John has worked extensively with the Aboriginal community holding the position of chairman on the Purfleet Taree local Aboriginal land council for 9 years, a member of the Saltwater Tribal Council, a Lakkari native title member and also held a position on the Aboriginal Community Network, the Hunter Catchment Management Authority and the Green Team Development Board. He is also a board member of the Biripi medical Centre and a Stockton Bight native title member.

### LYNETTE SYRON SENIOR COORDINATOR – COMMUNITY SERVICES

Lynette Syron holds an Associate Degree in Aboriginal Community Development and Community Management at Curtin University 2000, Diploma in Nutrition 2012, Diploma in Community services Case management 2016, Diploma in Child, Youth and Family Intervention 2016. Lynette sat on the board at TIDE for 4 years prior to commencing employment with TIDE during December 2016. Lynette ran the driving program successfully for 2 years, before becoming the Snr Coordinator Community Services position responsible for the Indigenous Community Service's program in Taree and Port Macquarie and the driving program.

### CHRIS SHEED OAM PROGRAM MANAGER

Having previously been the Community Development Employment Project (CDEP) coordinator for nearly eight years with the Purfleet Taree Local Aboriginal Land Council under John Clark, Chris was one of the founding members of TIDE in 2008 and was instrumental in establishing the company. Chris has held various roles in TIDE and is currently the Program Manager for Working on Country, the Parent and Community Engagement Program and TIDE's Remotely Piloted Aircraft (Drone) operations, whilst also carrying responsibility for the day to day general operations of TIDE. Chris Sheed holds a Bachelor of Applied Science (Hons) Degree, a Certificate IV in Business, a Certificate in Indigenous Mentoring and he received an Order of Australia (OAM) in 2000 for services to conservation.

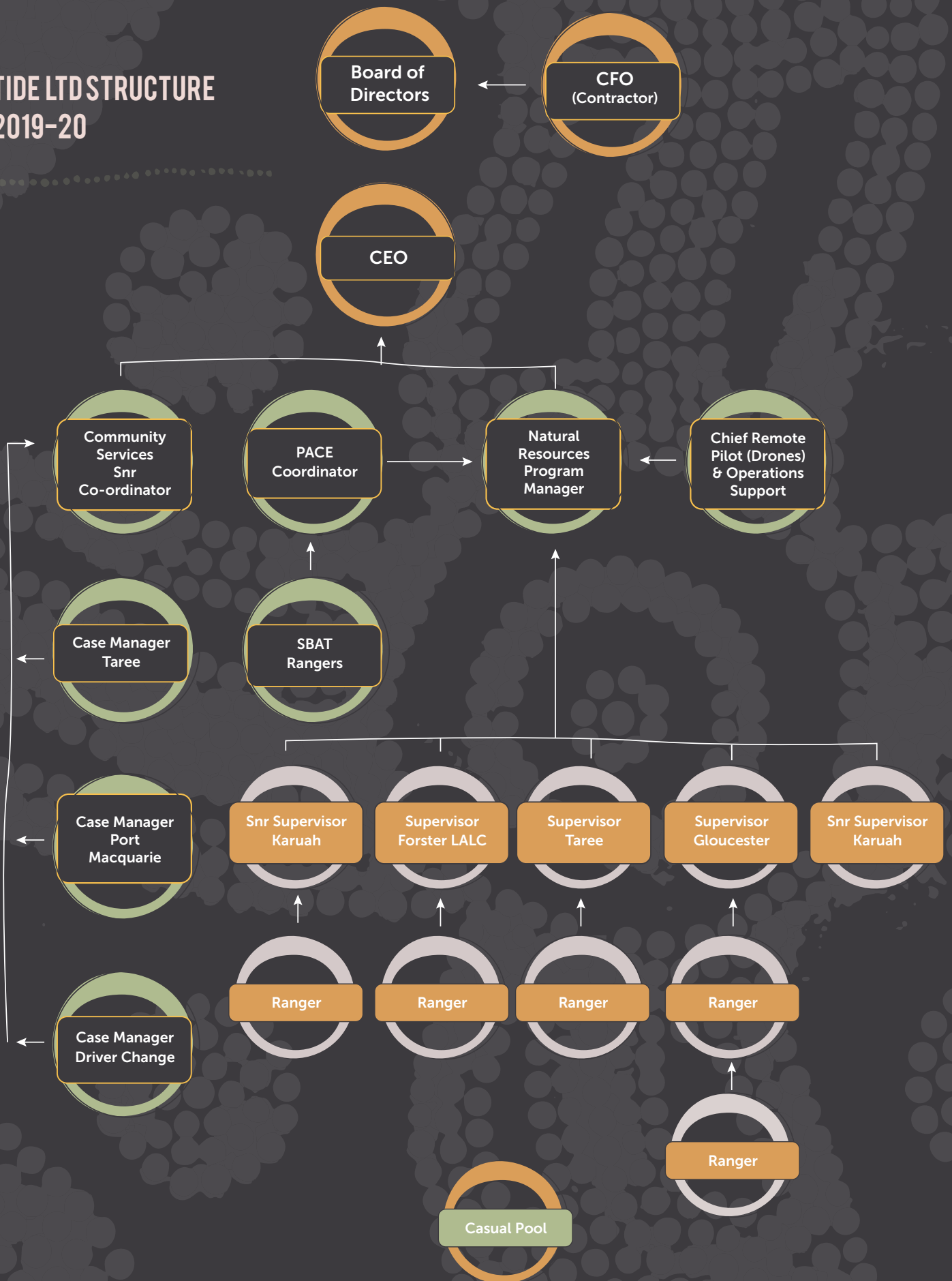
### JON TAYLOR CFO (CONTRACTOR)

Jon Taylor holds a public practice certificate, is a member of the Institute of Public Accountants and has a bachelor of business (major in accounting) plus a graduate certificate in governance.

Jon commenced at TIDE in 2011 and his business development and management accounting skills played a key role in the change of direction that TIDE took to reduce the financial risk associated with the government employment programs and to focus more on recoupment funding and Fee for Service Income. Jon has worked closely with the government to develop TIDE's Fee for Service agreement. In 2018-19 Jon also digitalized and moved to a cloud-based platform; TIDE's accounting, time & attendance, induction and employee management systems. He also successfully updated all of TIDE's policies and procedures and is currently driving the update and development of TIDE's constitution, annual report and strategic/business plan.



# TIDE LTD STRUCTURE 2019-20



## OUR KEY OBJECTIVES

To accept, manage and disburse funding offered by Government agencies for the purposes offered in relation to caring for country, community services, Indigenous activities, training and development and the development of business enterprises.

Program	Funding
Working on Country	\$760,449
Indigenous Community Support Services	\$163,217
Parenting & Community Education	\$76,232
Student based apprenticeship/traineeship	\$22,845
Driver Change	\$35,855
Community Roads and Safety Program	\$24,000

- ▶ To care for country
- ▶ To provide support to Aboriginal families in particular in the area of domestic violence
- ▶ To provide support and mentoring for young people to complete their education and develop career paths
- ▶ To provide activities which develop unemployed Indigenous people to enable them to move into employment
- ▶ To purchase, take or lease or in exchange, hire and otherwise acquire any lands, buildings easements or property seal
- ▶ Make donations for charitable, needy or patriotic purposes

**22,350 HRS  
WORKED ON COUNTRY**

**89% ABORIGINAL  
WORKFORCE**

**76 ABORIGINAL  
FAMILIES GIVEN  
CRISIS SUPPORT**

**6 STUDENT BASED  
TRAINEESHIPS**

**7 EXTRA POSITIONS  
FOR WAGE SUBSIDY  
EMPLOYEES**

## OUR PEOPLE – WORKING ON COUNTRY

Chris Sheed, the WOC Program Manager was one of the founding members of TIDE in 2008. Chris helped TIDE gain funding from the commonwealth government for the Working on Country program which has been TIDE's biggest program for the last 10 years.



### Message from Program Manager – Chris Sheed

As a non-Indigenous person, it has always been a privilege for me to work with TIDE under the guidance of Uncle John Clark and I have been very fortunate to have been involved in the development of the Working on Country Indigenous Ranger Program. I originally worked with some of the current Rangers on the CDEP well over ten years ago and it has been very rewarding to see the Ranger's skills and training progress to the point where those former CDEP employees now all hold Diplomas in Conservation and Land Management along with a wide range of other skills and qualifications. It is equally rewarding to see the Rangers - who joined TIDE more recently - in the final stages of completing their Certificate IV in Conservation and Land Management.

The Working on Country program provides invaluable opportunities for Aboriginal people to get out on country and undertake vital natural resource management works which, were it not for the WOC program, might never get done.

It is also pleasing to see the Commonwealth government recognising the importance of Working on Country by expanding TIDE's Aboriginal Ranger Program and extending the duration of our contract from one year to three years. This change provides opportunities for longer term planning, extended commitments to important land management projects and better job security for the Rangers.

I would also like to take this opportunity to thank our valued WOC program partners including Local Aboriginal Land Councils, traditional owners, the National Parks and Wildlife Service, Crown Lands, Local Land Services, Tangaroa Blue – marine debris initiative, MidCoast Council, Landcare, Coastcare, the Oxygen Farm Assoc. Inc. and other private landholders.



## OUR PEOPLE WORKING ON COUNTRY

TIDE's most Inspirational "Working on Country" Success Story for 2018-19

**Pedda Cody** – WOC - Co-Ordinator of Drone projects and Operations Support

Pedda Cody started with TIDE as a casual ranger in November 2015. At the time she was an unemployed single mum with a school aged daughter. Pedda has been an absolute inspiration to everyone at TIDE. She has so much drive to constantly improve herself.

In 2017 Pedda Cody volunteered to join four of her male Working on Country colleagues to undertake training to become a licensed Remotely Piloted Aircraft (RPA) Pilot. Despite having no previous experience ALL TIDE Rangers passed with Pedda achieving the highest exam score of 96% among the Rangers. All TIDE Ranger's obtained a Remote Pilot License (RePL), a Radio Operators Certificate and a Certificate 3 in Aviation.

Pedda was promoted to Chief Remote Pilot with TIDE's Gilayn-Minday Aerial Services which operates under TIDE Ltd. She has also been promoted to Operations coordinator. Pedda successfully applied to the Civil Aviation Safety Authority (CASA) for a Remote Operator's Certificate (ReOC) for TIDE to provide commercial drone services. In order to obtain the ReOC Pedda had to complete a comprehensive test on Visual Aeronautical charts, risk management and drone operations as well as preparing a highly detailed Operations Manual and Procedures Library.

Pedda has recently completed negotiations with RAAF Williamstown to obtain a letter of Agreement for conditional drone operations within military airspace.



*"TIDE has helped me develop my skills and experience in something that I enjoy doing."*

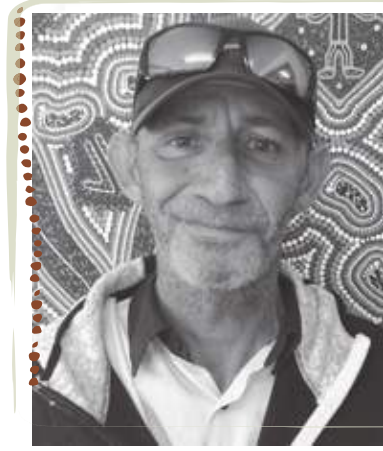


Pedda Cody and Glenn Jonas presenting at the Sustainable Futures Convention at Gloucester

## THE TAREE TEAM

The supervisor of this team is Anthony Moore. He was one of TIDE's original CDEP employees when TIDE commenced in 2008. He now has a diploma in Land management & conservation plus certificates in:

- ▶ Wild dog trapping
- ▶ Traffic Control
- ▶ Chainsaw Tree Felling
- ▶ Canoeing
- ▶ Bush Fire Fighter
- ▶ Boat License
- ▶ 4 WD Driving & Recovery

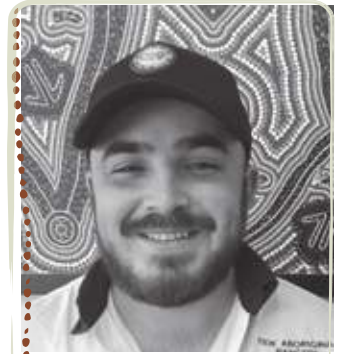


Jason Hazard

*"I like working with people in the community. TIDE has given me the opportunity to gain qualifications and skills such as my Diploma in Conservation & Land Management"*  
Jason hazard



Michael Slater



Corey Ballangarry

This team worked with various partners throughout the year including; National Parks and Wildlife Services, MidCoast Council, Crown Lands, Local land Services, National Marine Science Centre, Manning Entrance State Park Trust, Kolodong Land Care, Insite Heritage and the Oxygen Farm.

The team completed \$75,361 of Fee for Service contracts including the collections and management of Farquhar Camping area, weed control in Saltwater National Park, Farquhar Inlet shorebird fencing, Senegal Tea control on the Manning River, NSW container deposit scheme, site surveys and tree planting.



**Michael Leon** – "Working on Country" Campground Caretaker for Farquhar Park, a gazetted Aboriginal Place

*"I enjoy and anticipate every visit I make to Farquhar. There are many people and cultural things that I come across while doing my work. I impart Biripi cultural knowledge to visitors that listen."*

Mick joined the Taree WOC team as a casual Caretaker for Farquhar Park in 2018-19. Mick has a degree in archaeology and has worked for TIDE for a number of years performing site surveys on places of Aboriginal interest.

## THE GLOUCESTER TEAM

The supervisor of this team is Glenn Jonas

*"I am a very proud TIDE ranger and I love working on country". says Glenn. "I started with TIDE at the start of 2009 and completed a five-year traineeship. From there I have completed my Diploma in Conservation and Land Management and courses in wild dog trapping, first aid, traffic control, canoeing, chainsaw tree felling and 4wd. The toughest part at my age was learning to use a computer. I have loved being a ranger and have appreciated all the support that TIDE and of course Mark Tull from MidCoast council have given me."*

### Glenn Jonas

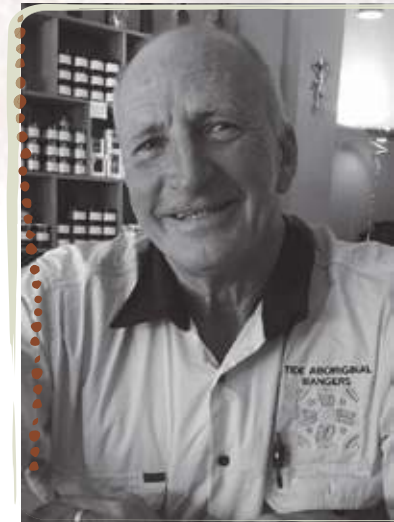
Glenn and his two rangers; Brendon Clark and Shayne Taylor earned \$104,463 in Fee for Service Income. They call themselves the "Freshwater" team as they do a lot of river work in comparison to TIDE's other teams.

The major clients were MidCoast Council, National Parks and Wildlife Service and Local Land Services.

### The highlights for 2018-19 were:

The team completed an African Olive project from Brett to Tahlee. They did weed control on Barrington Tops & Columby National Parks. They were in canoes doing weed control for several months in the Manning catchment travelling over 84 kms.

The team also did some roadside spraying, grass control in the reserves, parks and riverside spraying. They did quad bike work for MidCoast council plus did work with River care, Tahlee ministries. A highlight was putting some bio controls out into weed infestations at various sites which are inaccessible. They also managed some riparian vine weed areas along the river banks.



Brendon Clark



Shayne Taylor

## THE KARUAH TEAM

Fiona Anderson and Derek Clark are a husband and wife team and have been with TIDE since 2008. They have worked closely with Fiona Miller at National Parks and Wildlife Services. Fiona and Derek have both completed a Diploma in Conservation and Land Management. They have also done certificates in:

- ▶ Chainsaw tree felling
- ▶ Traffic control
- ▶ Wild dog trapping
- ▶ Aboriginal Site Surveys
- ▶ Bushfire fighting
- ▶ 4WD

Fiona has also done a Cert IV in frontline management and is the team's supervisor. They earned \$108,166 in fee for service income in 2018-19. The highlights were:

- ▶ Weed treatment at Myall Lakes, the Ruins, Booti Booti, Dark Point and Elizabeth Beach
- ▶ Littoral rainforest protection
- ▶ Myall baseline vegetation mapping
- ▶ Tobwabba Hill park
- ▶ Greenpoint wetlands



Fiona Anderson



Derek Clark



Shane Ping

In 2018-19, Shane Ping has been doing "working on country work" on the Karuah Local Aboriginal Land Council's property.

Shane is Diploma qualified and has been with TIDE since 2012. He also has certificates in 4wd sand driving and recovery, bushfire fighting, wild dog trapping and chainsaw tree felling.

"Good to see many stressed Honey Locust along the Wallamba River. It was good to interact with the TIDE team when they visited my property. Please congratulate them on their professionalism."

**Robyn Lamond**

President  
Karuah & Great Lakes Landcare

## THE FORSTER TEAM

The Forster team was created in November 2017 to provide a service to Forster Local Aboriginal Land Council. Taine Cosstick and Dylan Lowry have both been working on the Forster Local Aboriginal land Council's land, in particular the nursery at Nabiac which the boys have assisted with an upgrade to the facility. The key achievements have been to plant over 1000 *Leptospermum laevigatum* plants which grow to produce a higher-grade nectar for the production of medicinal honey.

Taine Cosstick and Dylan Lowry are currently completing their Cert IV in Conservation and Land Management.

In addition to working at the nursery they have worked with both the Taree team and the Karuah teams to gain experience in some of the Fee for Service work especially weed control. They also helped with the Booti Booti National Park upgrade installing bollards, the garden bed frames and stairs to level the camp ground area.

Robert Paulson and William Ryan started with TIDE in June 2019 under a wage subsidy agreement. They will be assisting at the nursery.



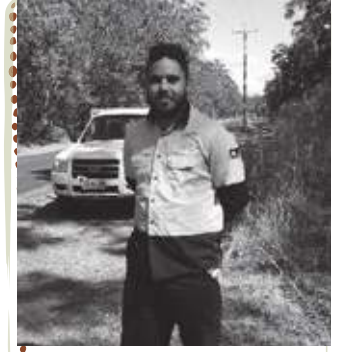
Dylan Lowry



Taine Cosstick



Robert Paulson



William Ryan



Medika Nursery Forster LALC



## INDIGENOUS COMMUNITY SUPPORT SERVICE

The ICSS (formerly ICL) has been operating in Taree, Port Macquarie and Wauchope, with outreach to Wingham and Gloucester, since 2010. The service focuses on reducing family violence, improving the safety of women and children, reducing physical and psychological abuse, neglect and trauma caused to children through exposure to and the experience of family violence in the home.

### Message from Senior Co-Ordinator – Lynette Syron

*"The community services team has had a busy 12 months of intensive case management working with vulnerable Indigenous families in the Greater Taree and Hastings area of NSW who are dealing with family violence.*

*TIDE has an open-door policy to all Aboriginal persons and it has provided 76 clients in crisis with immediate assistance.*

*ICSS has supported 43 persons in domestic violence court cases and has also organised transport for Aboriginal people to get to Forster Court House whilst the renovations take place at Taree Court House.*

*It has case managed 47 families dealing with family violence.*

*It has aided Aboriginal people with their Work Development Orders (WDO).*

*TIDE has also used last year's underspend to fund Toni Baxter who has run the learn to drive programs and filled in for Amanda Davidson who is off on maternity leave and Tanisha Dumas who came to TIDE through a wage subsidy agreement. Both employees enrolled in their Cert IV in Community Services and have gained valuable experience."*



Toni Baxter, Lynette Syron, Natasha Davis, Tanisha Dumas, Amanda Davidson



### Our Case Manager – Taree Natasha Davis

Natasha was one of TIDE's founding members and an original employee commencing in 2008. During her years at TIDE, Natasha has worked in administration, employment services and now case management.

She has completed her Cert III in Business Administration, her Cert IV in Employment Services and is now finishing off her Cert IV in Community Services.



### Our Case Manager – Port Macquarie Amanda Davidson

Amanda started work with TIDE in February 2018 when our coordinator at the time, Eva Nelson retired. Amanda has a Cert IV in Community Services and is currently studying psychology at University.

Currently off on maternity leave, Amanda is looking forward to returning to TIDE in November 2019. Toni Baxter is currently acting in Amanda's position.

43 FAMILY VIOLENCE  
COURT CASES SUPPORTED

76 ABORIGINAL PERSONS  
IN CRISIS SUPPORTED

82% CLIENT  
SATISFACTION

## PARENT AND COMMUNITY ENGAGEMENT

The PaCE program has been funded by the Department of Prime Minister and Cabinet to assist Aboriginal students and their families and in the Taree and Gloucester areas.

The program aims to engage Aboriginal youth (6 - 24 years) in a variety of activities to achieve academic and culturally appropriate values in the community. PaCE delivers on case management to individual clients offering mentors, education, school equipment, facilitation in meetings, traditional dance and workplace readiness.

### Message from the Pace Co-Ordinator – Sean Ploder

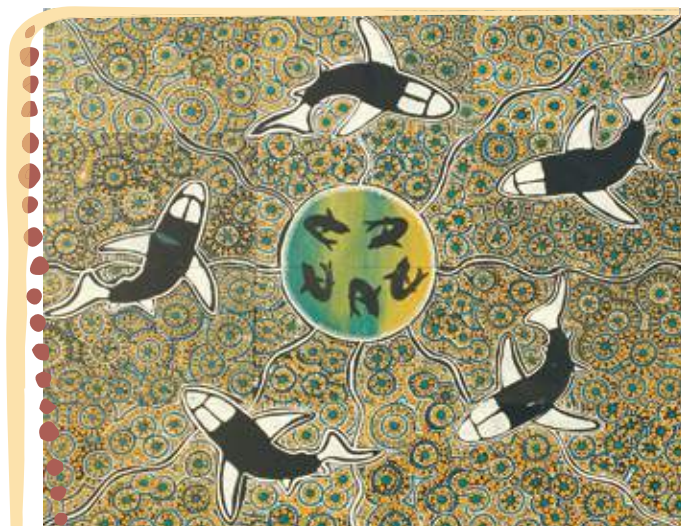
*"The best thing about working for TIDE is seeing the Aboriginal youth enjoying themselves on Biripi/ Worimi country, talking to parents about their support for children in the education system and hearing about our youths BIG DREAMS".*

PaCE has case managed 43 Indigenous students. 307 contacts were made (251 Sean Ploder/ 56 Toni Baxter) by phone or face to face. Students were referred to PaCE from partnered schools based on poor school attendance, behavioural issues in school, children at risk of harm, financial hardship, social and family issues.

PaCE supports Indigenous students to stay in school by involving them in culturally appropriate experiences including guided bush walks with Elders, providing students with school uniforms and other essentials, involving students in learning traditional art and dance programs such as Waang Djarii. PaCE helps students into work experience, career choices and higher education planning.

PaCE Coordinator, Sean Ploder says, "My role is to consult with schools, the Aboriginal Education Consultative Group and community members to support educational and cultural outcomes. At TIDE we ensure the Biripi students are well cared for and we will continue working with Chatham High School, Wingham High School, Wingham Public, Wingham Brush, Cundletown Primary, Taree West Public School, Manning Gardens and Gloucester High School and Chatham Public School.

Yayagilyyn Wirray: PaCE has developed a school-based education program that has delivered cultural experience excursions for 216 Aboriginal students and 25 school staff in total this reporting period (2019). As a result, school attendance rates for the identified school groups have increased.





Faye



Elders at Salwater

School	Number of Students	Average School Attendance Rates (%) - Aboriginal Students (Primary and High School)						
		2014	2015	2016	2017	2018	TERM 1	TERM 2
Chatham High	187 - 240	52.22	65.75	64.96	71.12	73.26	70.35	
Wingham High	65	76.46	85.12	78.04	78.64	81.33	85.12	84.31
Gloucester High	42	Outside of PaCE funding	85.475	83.59	85.335	84.35	84.5	84.11
Taree West Public	109		88.5	89.35	90.5	89.9	90.47	91.59
Cundletown Public	40		84.4	88.85	91.6	89.39	95	95.6
Chatham Public School	95		Outside of Pace funding	86.84	89.03			88.24
Timeline (Term)		2014	2015	2016	2017	2018	TERM 1	TERM 2
							2019	

## MIDCOAST ABORIGINAL RANGER SCHOOL BASED TRAINEESHIP

### Mid Coast Aboriginal Ranger School Based Traineeship Program

This program aims to provide quality training in Conservation and Land Management for Indigenous students completing their HSC. This program upskills the Aboriginal youth and gives students a really good look at the industry to further their chances in transitioning from student to employment in the workforce. Activities include WH&S, nursery work, traditional fire training, planting, weed work, flora and fauna survey, biosecurity, bush tucker, medicinal plants, using tools and training in spray equipment.

This Ranger traineeship pathway at TIDE has run for 2 years and involved school students undertaking both industry-based work experience and Certificate 2 training in Conservation and Land Management as part of their HSC.

### Message from the Co-ordinator – Sean Ploder

*"I'm really pleased to see this program succeed. From the satisfaction of the students involved, the partners and the funding body, the whole community at large has benefited from this life changing program. Thanks to all involved!"*

This year, 2019 TIDE has employed 5-year ten Aboriginal students from Taree High School and Chatham High School to be involved in the program. In partnership with Booroongen Djugun, nationally accredited training achieved by the students will enable the participants to apply for jobs in the industry after they finish the traineeship.

### Participants

- ▶ Josh Cochrane
- ▶ Leeton McIntosh
- ▶ Troy Clarke
- ▶ Malachi Walker
- ▶ Phoebe Luxton



SBAT at Saltwater



### Achievements

This year TIDE's 5 students from Taree High School and Chatham High School have nearly completed their 100 days of paid work experience and are on track to graduate in a Certificate II in Conservation and Land Management.

The next step will be for TIDE to mentor the five students during 2019-20 to support them whilst they look for job opportunities following the completion of year 12.



SBAT and Forestry

## DRIVER CHANGE PROGRAM AND COMMUNITY ROAD SAFETY PROGRAM

Toni Baxter started with TIDE as an Aboriginal case manager on the PACE program. This year Toni was given a part time contract to complete the Driver Change program and run the Community Road Safety Program as part of an Indigenous Community Support Services underspend agreement.

Toni has been the hardest of workers. She has studied for her Cert IV in Community Services and now also her Cert IV as a Driving Instructor.

At the start of 2018-19, TIDE was granted a 12 month extension to the Driving Change Program to use an underspend to help 15 additional persons gain their P's.

This has been completed. In addition, a new Community Road Safety Program grant allowed 20 more Aboriginal persons to gain their driving license. TIDE has achieved 32 new L licenses with 20 being paid for by this program. The other 12 persons were funded through the pension system and tafe.

All 32 were given the opportunity to get driving lessons. So far Daz & Ellie's driving school has provided 42 lessons. TIDE has completed 570 mentor hours with the trainees to help them build up their log book hours.

11 of these persons have gone on to achieve their hazard perception test and got their P's. One other has done their hazard Perception test and booked for their P's.

The other 21 persons are under 25 so they are working towards hours to achieve their hazard perception test after 10 months. The first of these will be ready in August 2019.

TIDE's goal is to have 20 persons achieve their P's by December 31st, 2019 when the program finishes.



Toni Baxter



Kotora



Shenae

### Benefits, challenges and lessons learned

A key benefit of this program is that it encourages young Aboriginal persons to seek assistance from a community services provider such as TIDE.

It is a great opportunity to assess how these persons are going, to address barriers they face and to make sure they are heading in the right direction.

The majority of persons have either criminal or vulnerability risk factors.

The biggest challenge has been helping to get them onto a positive life pathway, so they are stable enough to work through what is needed to be done to get their license.

A huge positive is that through case management TIDE has helped 7 of it's learn to drive persons get new jobs as well as their licenses.

Other Aboriginal persons have identified a new sense of independence and confidence as a result.



I'm so happy that I got my P's licences and I would like to thank you for helping me with everything you and tide have done for me now I got them im so grateful and thankful that I have people like yous I'm so happy for my little family this gives me an my family a better life all thanks to your team at Tide

The biggest challenge has been keeping the momentum going and keeping them on a good path. TIDE has struggled a little bit with its volunteer drivers.

There is quite a process in getting them through all the checks and then they often do not last long due to other commitments.

A key learning from this program is that it is an awesome add-on to an existing community services program.

TIDE feels that on its own it would struggle to get up as it really needs to be backed up by good community services case managers.

TIDE has also partnered with Schools, Catholic Care, PCYC, Parents Next, Biripi Medical Centre, Manning Support Services and more to refer persons to us about learning to drive.

## CFO AND AUDITORS REPORTS

### Message from Chief Financial Officer (CFO) – Jon Taylor

TIDE is an organisation with only 7 members. The advantage of this is that as an Aboriginal controlled entity, TIDE has succeeded in delivering its constitution's key objectives which have greatly benefitted the Aboriginal community.

TIDE's success has come from its low attrition rates allowing employees to develop up to a diploma level and it's working partnerships. These provide community consultation and engagement and have created funding opportunities and economic development/fee for service work. TIDE's partners have played an integral role in helping to manage TIDE's staff across a wide area stemming from Karuah - Gloucester - Taree - Port Macquarie.

TIDE has a good reputation with the government for providing services to the Aboriginal community and for being transparent and honest within its reporting system. TIDE has improved its reporting system during 2019 implementing a cloud-based Accounting, Time & attendance, Induction and Employee Management System. In 2019-20 TIDE will be building on its annual report to develop a business plan for the next five years.

TIDE has decisions to make regarding how it wishes to further develop its management system and how it feels is the best way of managing its employees, the culture and expectations placed on them. TIDE needs to balance various cultural aspects against the measurability of its employees. Its productivity has risen but needs to become more consistent if commercial contracts are to be taken on in the future which will be a step forward from the Fee for Service contracts.

As productivity increase, TIDE will be able to create more competitive pricing models at a lower risk and will be able to look at new business opportunities. The ability to manage productivity and pricing effectively will determine the level of acceptable risk in the five-year business plan.



### Message from the auditor – Dan Wade

We note there are no issues that we wish to bring to your attention at this time.

We generally found the accounting records to be in good order. Jon Taylor and the writer conferred throughout the year to ensure that matters were dealt with appropriately before the audit commenced, which has proved an effective process over the last few years.

We would like to acknowledge TIDE's ongoing efforts in maintaining strong internal controls. By maintaining controls at a high-level TIDE is working towards better security over the entity's assets. Continual review and improvements of TIDE's controls such as maintaining separation of duties, authorisation of payments, and review of property, plant and equipment will assist in early detection of misallocation and fraud risk.



# INCOME STATEMENT

FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$	2018 \$
Revenue	2	1,529,513	1,490,204
Employee benefits expense		(960,541)	(935,206)
Depreciation and amortisation expenses		(2,743)	(2,987)
Finance costs	3	-	(103)
Other expenses		(558,202)	(489,806)
<b>Profit before income tax expense</b>	3	8,027	62,102
Income tax expense		-	-
<b>Profit for the year</b>		8,027	62,102
Profit attributable to TIDE Ltd		8,027	62,102



Drone Pilot Training at Youngs Rd

## STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2019

	Note	2019 \$	2018 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	5	673,197	685,101
Trade and other receivables	6	48,623	62,687
Financial assets	7	374	671
Other current assets	8	9,458	9,215
<b>TOTAL CURRENT ASSETS</b>		<b>731,652</b>	<b>757,854</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	9	13,426	16,169
<b>TOTAL NON-CURRENT ASSETS</b>		<b>13,426</b>	<b>16,169</b>
<b>TOTAL ASSETS</b>		<b>745,078</b>	<b>774,023</b>
<b>LIABILITIES CURRENT LIABILITIES</b>			
Trade and other payables	10	63,755	62,496
Unexpended funds	11	251,147	290,051
Provisions	12	35,545	41,803
Other	13	10,000	10,024
<b>TOTAL CURRENT LIABILITIES</b>		<b>360,447</b>	<b>404,374</b>
<b>NON-CURRENT LIABILITIES</b>			
Provisions	12	57,859	50,904
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>57,859</b>	<b>50,904</b>
<b>TOTAL LIABILITIES</b>		<b>418,306</b>	<b>455,278</b>
<b>NET ASSETS</b>		<b>326,772</b>	<b>318,745</b>
<b>EQUITY</b>			
Retained earnings		326,772	318,715
<b>TOTAL EQUITY</b>		<b>326,772</b>	<b>318,745</b>

# STATEMENT OF CASHFLOWS

FOR THE YEAR ENDED 30 JUNE 2019

	Note	2019 \$	2018 \$
<b>Cash flows from operating activities</b>			
Receipts from customers and government		1,528,501	1,390,452
Other income		14,668	27,516
Payments to suppliers and employees		(1,516,812)	(1,292,587)
Interest received		643	762
		-	(102)
<b>Net cash provided by operating activities</b>	15	26,999	55,040
<b>Cash flows from investing activities Net cash provided by (used in) investing activities</b>			
Payment for plant & equipment		-	-
<b>Net cash provided by (used in) investing activities</b>		-	-
<b>Cash flows from financing activities</b>			
Unexpended grant funds		(38,904)	(71,474)
<b>Net cash provided by financing activities</b>		(38,904)	(71,474)
Net increase in cash held		(11,904)	126,480
Cash and cash equivalents at beginning of financial year		685,101	558,261
Cash and cash equivalents at end of financial year	15	673,197	685,101



## OUR FUTURE



TIDE Ltd has a diverse range of government funded programs in the areas of community services, education and culture, land management and conservation. The government has applauded this range of activities, as it lessens the risks in small enterprises such as TIDE.

Government funded programs are low in financial risk for the term of the contract but high in community responsibility. TIDE has excelled in its ability to deliver program outcomes that exceed the expectation of the contracts. In the long term there is the financial risk that the government's funding strategy may change and that programs may not be renewed or changes may require a different skill base which could lead to high redundancy and/or training costs.

In a bid to minimize this risk TIDE has successfully developed partnerships, especially in the area of land management and conservation that have created fee for service opportunities to an average value of \$300,000 per year. TIDE has been rated as one of the top Working on Country providers in terms of fee for service.

TIDE has \$326,722 in business equity in the form of cash assets which is available to further TIDE's economic development. TIDE has approached the Indigenous Land and Sea Corporation for support to identify land and building investment opportunities.

TIDE is currently developing a business plan for the next five years.

TIDE's greatest strength comes from TIDE's ability to deliver program outcomes and to leverage partnerships.

With a workforce where the majority of the permanent employees have a Cert IV qualification or are in the process of gaining one, TIDE is looking at opportunities to expand its program-based funding and outcomes in alignment with its potential capacity to provide new supervisory roles for its employees.

TIDE will be working with Industry consultants to identify opportunities.



“A BIG THANKS to you for your great work this morning at Old Bar. It was a real experience to see the drone in action and to understand a bit more about the potentials and responsibilities involved. You all did a great job and we are looking forward to seeing the photos and videos. They will provide an excellent benchmark for the work being done in the forest and on the beach by Manning Coastcare volunteers, and enable us to track changes – both positive and negative - that occur over time in this area.”

**Anne Rorke**

Secretary  
Manning Coastcare Group Inc

## OUR FUTURE

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TIDE will also start to work towards earning a profit, or at a minimum breaking even on a portion of its fee for service contract work. This will allow the fee for service work to generate additional employment and training opportunities.

TIDE has an Indigenous Protected Area submission lodged which would create further employment opportunities in the area of land management & conservation.

In the area of Community Services, TIDE investigated in 2018-19, the opportunity to be an NDIS provider but was unsuccessful as it did not have the capacity required for the immediate future. It will look at services it can offer in 2019-20.

TIDE is working towards the development of a driving school business for Aboriginal people. Toni Baxter is currently completing her Cert IV to be a driving instructor.

In the area of community services TIDE has several programs which have achieved excellent results. The question is whether there are opportunities for TIDE to expand these programs locally or whether there are opportunities to expand TIDE's service area. TIDE currently provides services to Taree, Forster/Tuncurry, Karuah, Port Macquarie and occasionally to Gloucester.



“I would like to take this opportunity to thank you for your endorsement and support of the Aboriginal Parks Partnerships Funding Program – Barrington Tops Area – Connecting with Country. Thank you for allowing Glenn Jonas and Mick Leon to participate in the surveys and project- their passion, enthusiasm and support was incredibly valuable. This project has been one of the highlights in my Ranger work at Barrington Tops Area.”

**Coralie De Angelis**

Ranger, NPWS, Barrington Tops Area





## CONNECT WITH US TODAY

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