



The Structure of the Pilbara Meta Maya Group

1. Overview

Pilbara Meta Maya Regional Aboriginal Corporation (PMMRAC) is a 100% privately owned, not-for-profit Western Australian Aboriginal organisation headquartered in Port Hedland, with regional operational offices in Karratha and Meekatharra and a Corporate Office based in Perth.

Established in 1994, PMMRAC was formed to service the housing needs of Aboriginal communities across the Pilbara. Over more than three decades, the Corporation has evolved into a mature, professionally governed and highly respected regional service provider.

PMMRAC delivers essential, municipal and community services across the Pilbara, Gascoyne and Midwest regions. These services form the foundation of the Corporation's operations and underpin its long-term sustainability and growth.

In addition, PMMRAC manages Mirnutharntu Maya Student Accommodation under contract to the Department of Housing and Works (DoHW). Mirnutharntu Maya is a purpose-built secondary student accommodation facility supporting Aboriginal students to access education in a culturally safe and supportive environment.

For corporate and branding purposes, PMMRAC and its subsidiary are collectively referred to as the Pilbara Meta Maya Group (PMM).

2. Governance

PMMRAC is governed by a Board of Aboriginal Directors from the Pilbara region in accordance with its Rule Book. Directors are not financially liable for the Corporation.

The Board comprises:

- Maureen Kelly OAM – **Chairperson**
- Alana Lockyer – **Vice Chairperson**
- Clarrie Robinson
- Linda Parker
- Donny Wilson
- Natalie Parker
- Charmaine Orange

The Board appoints the Chief Executive Officer (CEO), who is accountable to the Board for strategic leadership, governance integrity and overall organisational performance.

3. Executive Leadership Structure

PMMRAC operates under a clear executive leadership framework that ensures strong governance, operational performance and financial accountability.



Chief Executive Officer (CEO)

The CEO is appointed by and reports directly to the Board of Directors. The CEO is responsible for the strategic direction, governance oversight and sustainability of PMMRAC and its subsidiary.

Key responsibilities include:

- Implementing the Board's strategic direction
- Ensuring governance and regulatory compliance
- Maintaining financial sustainability
- Leading organisational growth and capability development
- Strengthening stakeholder and government relationships
- Upholding cultural integrity and the META MAYA values

The CEO provides executive oversight across all operational and corporate functions and is supported by the Chief Operating Officer and Chief Financial Officer.

Chief Operating Officer (COO)

The COO is based in the Pilbara and leads the delivery of PMMRAC's government contracts and operational services across remote Aboriginal communities.

Responsibilities include:

Essential Services

- Power infrastructure installation and maintenance
- Water infrastructure installation and maintenance
- Wastewater infrastructure installation and maintenance

Municipal Services

Community Services

- Housing Management
- Environmental Health

The COO is also responsible for:

- Program management, development and implementation
- Contract performance and compliance
- Operational risk management
- Ensuring departmental sustainability and profitability



Chief Financial Officer (CFO)

The CFO is based in Perth and provides strategic financial oversight and corporate governance leadership across PMMRAC and its subsidiary.

Responsibilities include:

- Financial management and statutory reporting
- Budget development and forecasting
- Asset management and capital oversight
- Audit and regulatory compliance
- Financial risk management and internal controls
- Human Resources
- Payroll
- Information Technology
- Marketing
- Financial and governance oversight of Mirnutharntu Maya Student Accommodation

The Finance function operates across Perth and Port Hedland. The CFO and Accountant are based in Perth, while the Finance and Administration Manager and operational finance team are based in Port Hedland, ensuring strong governance and localised financial oversight.

4. Operational Structure

Port Hedland serves as the operational headquarters of PMMRAC. Service delivery teams operate from:

- Port Hedland
- Karratha
- Meekatharra

The Perth office functions as the Corporate Office, providing strategic leadership and financial governance.

Safety leadership is embedded within operational delivery and supported by the Corporation's Integrated Management System (IMS). Finance operates as an integrated function across Perth and Port Hedland to ensure effective governance and operational responsiveness.

Environmental Health and Housing teams are regionally based to support effective service delivery across the Pilbara, Gascoyne and Midwest regions.



5. Group Structure

PMMRAC is the parent Aboriginal Corporation.

PMMRAC has one wholly owned subsidiary:

Meta Maya Services Pty Ltd (MMS)

ABN 81 158 635 459

Operates from Port Hedland and Karratha.

Registered in 2011, MMS was established to strengthen commercial capability and support the delivery of higher-value services, particularly within the Essential Services portfolio.

MMS enables participation in broader commercial opportunities while remaining fully aligned with PMMRAC's strategic objectives and community focus.

All staff and assets are owned and managed by PMMRAC, ensuring centralised governance, financial oversight and operational control across the Group.

6. Mission

To respect Aboriginal culture and deliver quality services, amenities and education to communities.

7. Vision

To walk with respect on Country, united in our shared journey, we are many yet walk as one.

8. META MAYA Organisational Values

PMMRAC operates in alignment with its META MAYA values:

- Mob First
- Empowerment
- Trust / Truth Telling
- Authenticity
- Meaningful Impact
- Accountability
- Yarning and Effective Listening
- Adaptability and Agility

These values guide governance, leadership and service delivery across the Corporation.



9. Aboriginal Employment and Workforce Development

PMMRAC is committed to strengthening Aboriginal employment, leadership and participation across all levels of the organisation.

The Corporation actively develops employment pathways within communities and invests in workforce capability, traineeships, apprenticeships and long-term career opportunities. Building sustainability through contract longevity and strategic growth remains a priority to expand Aboriginal participation and leadership development across all service areas.

10. Governance, Integrated Management System (IMS) and Certification

PMMRAC operates under a robust Integrated Management System (IMS) that underpins quality, safety, environmental and governance performance.

The IMS ensures:

- Structured and compliant operational processes
- Risk identification and mitigation
- Continuous improvement
- Transparent governance reporting
- Financial and operational accountability

PMMRAC is certified to following international standards:

- ISO 9001:2015 Quality Management Systems
- ISO 14001:2015 Environmental Management Systems
- ISO 45001:2018 Occupation Health and Safety Systems

This framework provides assurance that PMMRAC operates to recognised national and international standards while maintaining strong cultural integrity and community focus.

11. What Sets PMMRAC Apart

PMMRAC operates through an integrated service delivery model that enables multiple service streams to be delivered cohesively across vast and remote regions.

With operations spanning approximately 600,000 square kilometres, PMMRAC delivers high-quality services in some of the most challenging environments in Australia while maintaining strong governance, operational depth and cultural integrity.

The Corporation maintains enduring relationships with clients, communities, partners and suppliers and regularly exceeds contractual requirements to strengthen community outcomes.