



Saltbush
SOCIAL ENTERPRISES

ANNUAL REPORT 2025





Images of Kaitlyn & Liam taken at Rungutjirpa (Simpsons Gap). This is a spiritually important site for the Arrernte people, linked to ancient perentie (giant goanna) ancestors and dreaming stories.



Contents

ABOUT SALTBUSH

Our Vision.....	4
Our Mission	4
Who We Are	5
Our Values	6

BOOTS ON THE GROUND

Our Impact	8
2024-25 Highlights.....	10
Where We Work.....	12
Our People.....	14
2024-25 Stars.....	16

PROGRAMS AND SERVICES

Supported Bail Accommodation	18
Saltbush Training	20
Back on Track.....	22
Saltbush Wellbeing Program.....	24
Employment Services	25
NTG Early Careers	29
Foundation to Future.....	31
Targeted Assistance Employment Grant (TAEG)	34
School Nutrition Program	36

CORPORATE SERVICES

Social Value and Impact Measurement	38
Funding our Future	39
Corporate Services Right Fit For Risk.....	40
First Nations Led RTO Advancement	41

SUPPORT

Collaborations.....	43
Acknowledgments.....	46
Get Involved	46

GOVERNANCE

A Message from the CEO	48
A Message from the Board	50
Our Board.....	52
Our Strategic Goals.....	52

OUR FINANCES

CFO's Report.....	54
Auditor's Report.....	55
Directors' Declaration	58
Financial Statements	59
Our Cover.....	63





ABOUT *Saltbush*

OUR VISION

A Northern Territory that provides and supports fair and equal opportunities to achieve self-determination for all Aboriginal Territorians.

OUR MISSION

Saltbush Social Enterprises responds to identified critical service gaps by offering practical, innovative solutions to;

- physical, emotional and social wellbeing needs;
- opportunities for personal growth and stability;
- education, employment, training and business development aspirations of Aboriginal Territorians.



WHO WE ARE

Saltbush Social Enterprises (Saltbush) is a not-for-profit organisation founded by a group of passionate long term local business women in response to the need for practical, tailored solutions to empower Aboriginal Territorians.

Saltbush believes that a person with a job is a person with a future and our practices are underpinned by an orientation that focusses on an individual's resilience and their capacity to grow and change.

Today, as an Aboriginal organisation, Saltbush focusses on advancement by building capacity and capability by improving opportunities for wellbeing, youth services, education, training and employment. We work hard to deliver services to enable equity for Aboriginal and Torres Strait Islander people throughout the Northern Territory.

We tailor flexible services in communities with a 'boots on the ground' philosophy to ensure we deliver local solutions to local challenges.



OUR Values



STRONG

We tackle tough problems and seek solutions without giving up.



QUALITY

We maintain a reputation of providing reliable and respectful services that respond to community needs



TRUST

We are present, genuine and available for our participants.



TEAMWORK

We draw on our collective expertise and experience, enabling holistic support to the people we work with.



IMPACT

We build capacity in our participants to make their own decisions.



ACTION

We empower and support participants, walking beside them on their journey.

Boots ON
THE GROUND



OUR Impact 2024 - 2025

CORPORATE SERVICES



38 TOTAL STAFF



12/32% INDIGENOUS TEAM MEMBERS MENTORED AND TRAINED

EMPLOYMENT SERVICES



614 ENGAGEMENTS

110 EMPLOYMENT OUTCOMES



SUPPORTED BAIL ACCOMMODATION



94 YOUNG PEOPLE ENTERED



153 DAYS LONGEST STAY



42 NIGHTS AVERAGE STAY

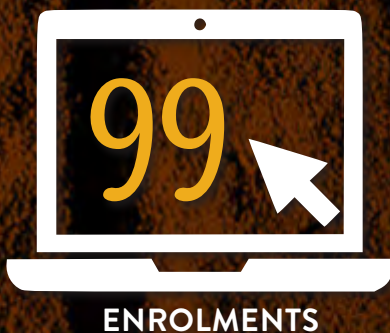
SALTBUSH WELLBEING PROGRAM



SCHOOL NUTRITION PROGRAM



TRAINING SERVICES



2024-25 Highlights



JULY



Saltbush Chairperson

Looking to strengthen our Aboriginal Leadership and control, Rayleen Brown is appointed to the role of Chairperson for the Saltbush board. This appointment supports our intent to be authentically managed and directed through strong Aboriginal voices.

AUGUST



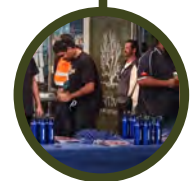
Saltbush introduces their RTO

Following years of planning and collaboration Saltbush Training Services launches their Registered Training Organisation to contribute to vocational outcomes for Territory learners



NTG Aboriginal Employment Program

Following the success of the 2024 program, Saltbush is again collaborating with the NTG's Early Careers Team to support individuals aspiring to make their mark within the Territory Government. This year the program expanded into Alice Springs!



Newmont Mining Opportunities

Our Alice Springs team supported over 120 individuals with resume and interview preparation to participate in a recruitment day hosted by Newmont Mining. Saltbush is proud to promote their partnership with Newmont Mining in Central Australia.



Tennant Creek Christmas Cheer

The holiday season brought joy and connection as we hosted Christmas-themed activities for families and young people at the Saltbush office in Tennant Creek. Highlights included delivering presents, sharing delicious meals, and a special screening of The Grinch.

DECEMBER



NTG AEP Graduation

The NTG's 2024 Aboriginal Employment Program came to an end with 22 participants graduating across Darwin and Alice Springs. Having completed a Cert II Workplace Skills and developing confidence to navigate new workplaces, many are now starting on their career in public service.

Website Refresh

The Saltbush website had a major update, providing a fresh focus on all our programs and activities across the Territory. The new look is helping us to promote the opportunities that we can extend to job seekers, employers and others looking for some personalised support.

Central Australia Consultation

Working on behalf of Department of Employment and Workplace Relations, Saltbush commenced community engagement with Ntaria and Yuendumu. Our key purpose was to understand the opportunities and challenges for both employers and job seekers in securing local employment.



FEBRUARY



ISEP Commencement

Our Indigenous Skills & Employment Programme (ISEP) started in Darwin this month. After a series of information sessions and candidate Expressions of Interest being reviewed, 15 participants were officially enrolled to begin their journey through 20 weeks of curated activities and learning sessions. This marks the start of a four-year commitment to an innovative approach to employment services.

MARCH

NTIBN Membership

Saltbush Social Enterprises was formally accepted into the NTIBN family. The recognition of NTIBN membership is an important part of our identity as a Territory based Aboriginal organisation.

NTG Employee Assistance Program

Saltbush is part of a panel of service providers who provide accessible and culturally appropriate counselling and wellbeing support to NT Government employees and their families.

Making Tracks

In partnership with Wilson Security and Asset College, Saltbush supported 15 Darwin locals to prepare for employment in the Security Sector. Over 4 weeks individuals enrolled in a Cert II Security Operations and engaged in workshops to help prepare them for employment.



Foundation to Future Launches in Alice
We launched a new model for Employment Services in Alice Springs, influenced by our intensive mentoring and long-term support to assist local job seekers into local employment. Foundation to Future is now operational through the assistance of NIAA funding.

Youth Justice Forum

Our CEO, Nicole Shackcloth, raised the profile of Saltbush at the 2nd National Justice Forum held in Brisbane. Leveraging off our experience and sharing some of our learning, Saltbush is keen to advocate for more proactive and balanced responses to the on-going challenge of local youth crime.



Leadership Recognition

Our CEO, Nicole Shackcloth was recognised as one of the NT News Leaders of the Year who have helped shape the Northern Territory's business landscape. Additionally, Nicole was announced as runner up for the People's Choice award reflecting the broad support she has in her work with Saltbush.



AGM 2024

As part of our governance the 2024 AGM shared operational reflections and financial information to our Board and Saltbush members. Using the facilities of the local NTIBN office the meeting noted the transition of new leadership with Rayleen Brown as Chairperson.



Program Endings – Incredible Learnings

Two key Saltbush services for Central Australia came to an end; Supported Bail Accommodation and Back on Track Pathways to Success program. While many of our team members found new employment, we were able to find opportunities for others who continue to be part of the Saltbush family. Both services have allowed us to impact the lives of hundreds of individuals and their families, and it has been a privilege to be part of their respective journey's.



Strategic Review & Planning

Our full Leadership team gathered in Darwin as part of our annual strategic review and forward planning for 2025. Facilitated sessions encouraged the team to share and reflect on how their work aligns to our goals and values and what might enhance that alignment. Following the work, we had competitive fun while Barra fishing!

Foundation to Future Showcase

Saltbush hosted a showcase event in Darwin to promote the achievements of our Foundation to Future initiative. Operating for the past 12 months in Alice Springs we have been able to support the employment goals of over 160 individuals.



APRIL **MAY** **JUNE**

Measuring our Impact.

How to effectively account for the value of the work that we do? This is a challenge that our Leadership team have been exploring for some time. Attending a 2-day workshop in Melbourne provided some insight into strategies that will help us to monitor and measure the significant changes in the lives of those we work with.



WHERE WE *Work*





Darwin

- Employment Services
- Indigenous Skills & Employment Program
- Wellbeing and Counselling
- Vocational Training



Elliott

- School Nutrition Program



Tennant Creek

- Employment Services
- Wellbeing & Counselling



Alice Springs

- Employment Services
- Foundation to Future
- Wellbeing & Counselling
- Vocational Training



OUR People

Our staff are our greatest asset, bringing skills, diversity and commitment to Saltbush's work. We seek to recruit individuals with the relevant skills, experience and capability to cater for the ever changing needs of our organisation and who represent the community and participants in which we serve.

Saltbush Leadership Team



Nicole Shackcloth
Chief Executive Officer



Kim Harris
Chief Financial Officer



Jennifer Howard
*Central Australian
Operations Manager*



Alison Edwards
Service Delivery Manager



Claire Keen
*Program Manager
Tennant Creek*



Karina Akarana
*Program Manager
Foundation to Future*



Bill Hearne
*Program Manager
Employment Services
Darwin*



Jun Zhang
*Program Manager
School Nutrition Program
Elliott*



Amie Henderson
Data Analyst



Aron Brydon
*Assistant Manager,
Employment Services
Darwin*



Yvonne Webb
Special Projects Manager



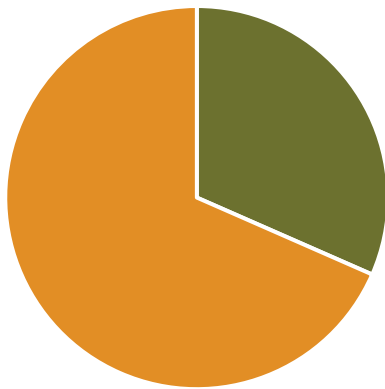
Neda Aleksic
*People & Communications
Co-ordinator*



Yuva Basnet
*Employment Services
Coordinator
Tennant Creek*

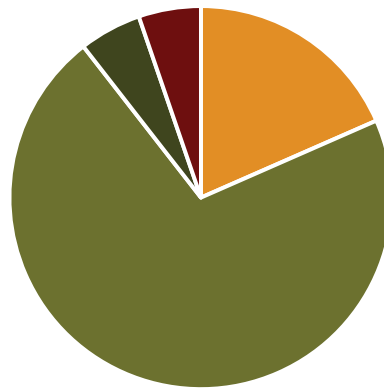


Indigenous Workforce



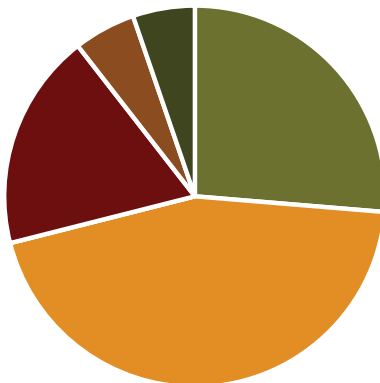
- Aboriginal 31.5%
- Non-Aboriginal 68.5%

Employee Location

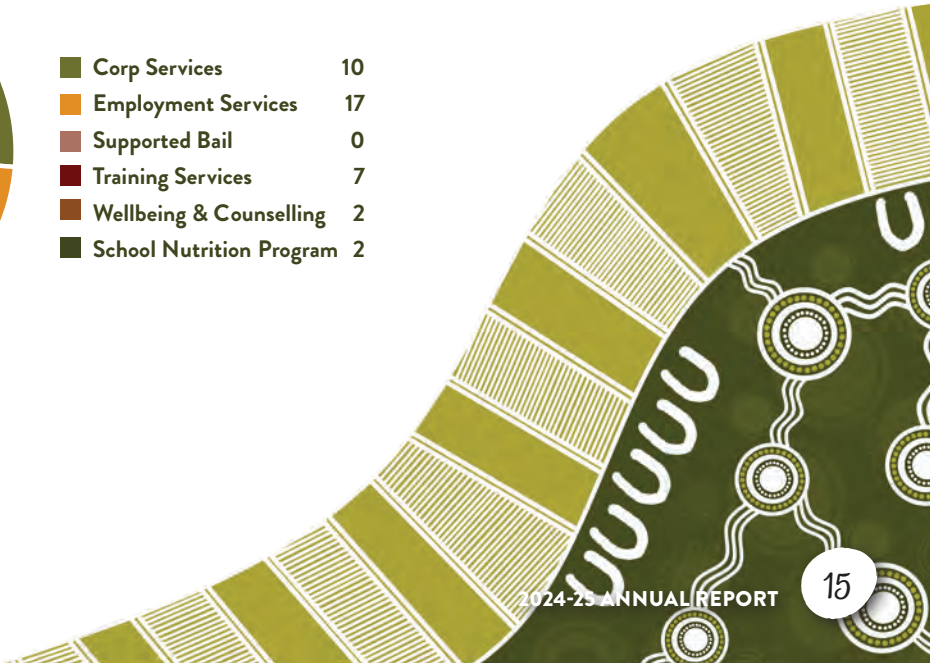


- Alice 7
- Darwin 27
- Tennant Creek 2
- Elliott 2

Program Workforce



- Corp Services 10
- Employment Services 17
- Supported Bail 0
- Training Services 7
- Wellbeing & Counselling 2
- School Nutrition Program 2



2024-25 Stars

Meet some of our 2024 & 2025 Employment Services Participants who have shown commitment towards achieving their own employment goals. It continues to be our privilege to be part of their journey.



ANDREW



BAILEY



CHANTEL



CYNTHIA



DARYL



DESMOND



ELLEN



JACK



JACOB



JONATHAN



JUDY



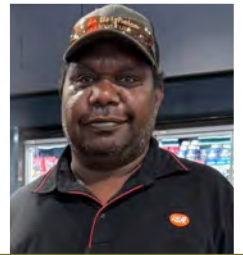
KYRAH



LOUISA



NATASHA



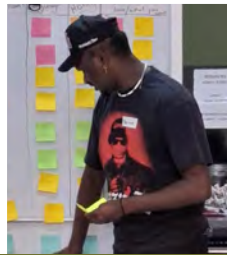
NATHAN



PANA



RAELEEN



ROMEO



TAMARA



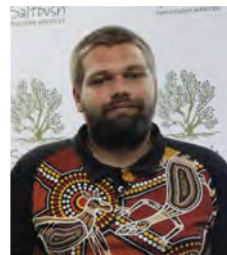
TAMIKA



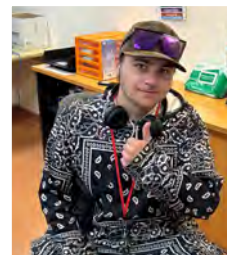
TIMOTHY



TORI



WILLIAM



WILLIAM

Programs AND SERVICES



SUPPORTED *Bail* ACCOMMODATION

Supporting Young People and their Families.



Saltbush approached Supported Bail Accommodation (SBA) service delivery with a well-rounded program of therapeutic care, connection to culture, family and community, skills development and a view to the future for the young people in Alice Springs and Darwin facilities.

An understanding of where a young person came from and the challenges they faced in their young lives was paramount in providing a model of care that was structured yet flexible to meet the individual needs of young people from 10 to 17 years old.



Acknowledging the high levels of trauma and potential for cognitive development and learning difficulties within these young people was key to successful change and learning to self-regulate their own behaviour.

Saltbush designed the program to address the challenges and the dreams of young people and their families, focussing on opportunities and choices for a positive future within the community.

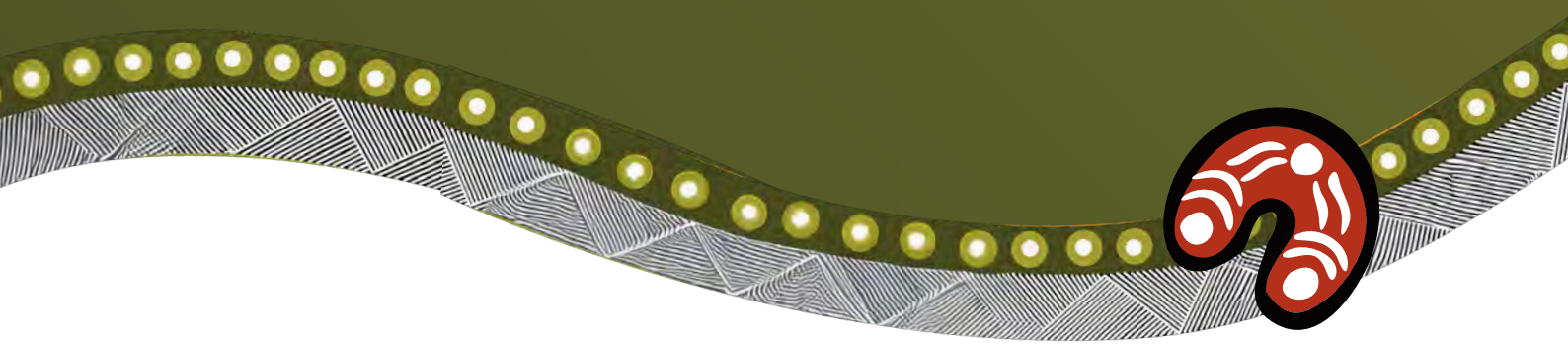
Working to the fundamental principle of being child centred, our service has been informed by a therapeutic framework that was culturally attuned, trauma informed, strengths based, purpose driven and restoratively focussed. Young people would be welcomed to our facilities and provided with a homelike residential environment where they could feel safe, seen and valued.



Young people referred to Saltbush SBA were coming from the justice system with many of them being disengaged from any form of education or learning. Through agreement with the Department of Education, Saltbush collaborated with the Top End Flexible Learning team to provide on-site classroom learning at the Darwin facility to build re-engagement with individual educational pathways.



One young person came to SBA with English language skills but very low levels of reading and writing ability. Through transitional level learning, the young person left the facility with reading skills at level three, engaged with our Back on Track team in Tennant Creek and after some months was confident to attend the local high school. Close working relationships with both private and



public schools across Top End and Central Australia were instrumental in ensuring young people had a gentle transition back into the education system.

Attending community events such as career days supported the young people to dream about a future that included education and the potential of employment. One career day event led to a connection between Saltbush and the Australian Defence Force Indigenous team that would facilitate two young people to successfully reach for their personal dream of joining the Australian Defence Forces.

Building skills and confidence in their abilities, the young people were encouraged to be part of decisions on the various activities that would be planned for recreation times. This would include planning, preparations and being part of 'consequence conversations' to gain agreement of what a positive experience would look like for everyone and how to take responsibility for outcomes negative or positive.

Building connection to country and community included development of relationships with local Aboriginal businesses in the Territory for delivery of a variety of cultural activities and experiences. Shannon Motlop's Something Wild program encouraged learning about bush foods – how to find, harvest, prepare and cook native foods while appreciating the cultural significance of plants, seeds and flowers. Engaging with BushMob allowed for on-country visits that would create time to reflect on the impact of land and country as part of identity and personal pride.

Musical and creative activities provided a vehicle for young people to express their stories and culture through words, rhythm and sound.

Learning balance, structure, self-control and confidence our young people regularly attended Arrernte Boxing Academy in Alice Springs. Maintaining personal fitness in a safe space while establishing social skills through healthy competition was an activity they enjoyed.

Early on the Saltbush teams acknowledged the impact of respected family members and community elders in providing role models and cultural connections to facilitate re-integration to homes and communities. Sunday 'Family Cook Ups' were a popular event in Alice Springs welcoming family members young and old for the cooking of kangaroo tails around an open fire.

Building a sense of responsibility through caring, the Alice Springs team introduced chickens to their facility. Welfare of the chickens and their chicks became a collaborative partnership between the young people and the Saltbush team including setting up safe feeders for the chicks and laying boxes for the hens. Our 2024 chicks were named by the young people – Dulla, Brownie and Guy Fieri (an American TV celebrity famous for his food reviews!).

Celebrating milestones and successes for the young people was a key element of the SBA service including Christmas, Easter and Birthdays as well as recognition of personal achievements such as completion of a Saltbush or external program, passing the aptitude test for Defence Force or the birth of a new sibling. Celebrations were embraced with much enthusiasm, food and cakes that were mostly baked and decorated by the young people themselves. Food was often used to overcome barriers of shyness, difference or misunderstanding. Through shared meals routines and responsibilities were established to contribute to the homelike environment of a Saltbush SBA experience.

Whilst the provision of Saltbush SBA services has come to an end, our concern and care for these young people has not diminished. We will continue to find ways to have a meaningful contribution to the complex challenges of our youth as they navigate systemic challenges of living with vulnerabilities and instability of home lives.





SALTBUSH TRAINING *Services*

Following the official launch of Saltbush Training (RTO 46180), the Training team have been working diligently to prepare for the Revised RTO Standards (Standards) that will be in effect from July 2025.

The revised National Standards are designed to strengthen the focus on quality outcomes for VET students and employers, provide greater clarity for providers and regulators and allow for **more flexibility and innovation with vocational training, assessment and support for learners**. Given the increasing diversity of learners and the skills being provided through VET the Standards will **provide a more fit-for-purpose performance of providers and individual trainers**.

Under the direction of our Risk, Compliance and Administration Officer, **Amie Hendersen** we have undertaken an intensive review of our practices, processes and protocols to ensure **alignment with new expectations of service delivery**.

The VET regulatory body, ASQA has developed a range of Practice Guides to support understanding and compliance with the new arrangements and these have been useful for our **team as we map our practices from existing to new standards of performance**.

As the operation of Saltbush Training RTO is still **being established, we are continuing the third-party arrangement with Karen Sheldon Training for delivery of qualifications supporting Community Services and Early Childhood Education and Care**.



Developing a Local Compliance through Mentoring in the Workplace.

In response to on-going sector feedback and the identified skills and knowledge needs of the VET practitioners, VET Community of Practice (NT VET COP) Mentoring Program was launched.

Developed under the leadership of Jane Holt of Cassin Connections and funded through ITECA, the program was designed to strengthen professional networks and facilitate knowledge exchange among vocational education and training (VET) practitioners across the Northern Territory.

The initiative aimed to empower mentors to guide and inspire others with their expert knowledge while providing mentees with access to personalised support, sector insights, and professional development opportunities.

As part of this commitment to building mentoring capability, the program sponsored seven VET practitioners to complete TAEDEL414 Mentor in the Workplace. The unit was delivered by one of the Territory's TAE specialists, Sharon Stewart of WANTTS, who facilitated an assessment only approach for unit completion with a mix of participation options and access to one to one and group sessions to support learner outcomes.



Enrolment fees were covered through contributions from the Workforce Australia Local Jobs Program, Crest NT and WANTTS. This level of collaboration is an indicator of the strength of shared commitment to developing and sustaining our local VET Workforce.

Amie Henderson and Rowena Stubbs from Saltbush Training Services both successfully completed the program over a 3-month period. This participation has enhanced their professional mentoring capability and leadership while also imparting their own knowledge of vocational compliance and regulatory arrangements with their mentees.

Having two of our team participate in this initiative directly benefited Saltbush by:

- Strengthening internal mentoring practices and peer support frameworks
- Enhancing quality and consistency of compliance-related training and onboarding
- Advancing collaborative partnerships for a more confident compliance culture
- Contributing to improved staff capability and retention through structured guidance and knowledge sharing

A key outcome of the NT VETCOP Mentoring Program has been the establishment of a dedicated networking group for Registered Training Organisation (RTO) Compliance Officers.

The group was formed to continue the

momentum of collaboration and shared learning fostered through the mentoring program allowing for focus to be given to this critical element of effective vocational training in the Territory.

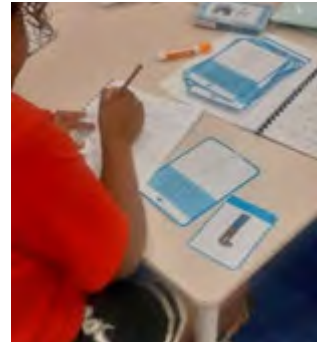
On behalf of Saltbush, Amie Henderson has played a pivotal role in establishing this Compliance Networking Group contributing to decisions that defined the group's purpose, structure, and engagement strategy. This leadership and commitment to sector-wide collaboration were instrumental in establishing a strong foundation for the group's ongoing success.

The primary purpose of the network is to provide a collaborative and supportive environment for compliance professionals to engage in discussions on key operational topics, including:

- Internal auditing processes and the transition to new regulatory standards
- Management of student administration systems
- Sharing of resources, templates, and practical tools to enhance efficiency and reduce administrative burden
- Validation approaches for compliant outcomes.

The RTO Compliance Network has now received funding from ITECA to continue its important work through to June 2026, responding to member needs and emerging priorities of the NT VET sector.





BACK ON *Track*:

Saltbush Pathways to Success in Tennant Creek & Alice Springs



In the heart of Tennant Creek, the Back on Track: Saltbush Pathways to Success Program has become more than a youth justice initiative – it’s a space for healing, learning, connection, and pride. Since 2019, it’s grown into a place where young people and their families are met without judgment and with the firm belief that everyone deserves a second chance and a place to belong.

We’ve learned that change doesn’t always come loudly. Sometimes it’s in a quiet apology written before a restorative conference. Sometimes it’s in the shy grin after a first cooking class, the moment someone earns their learner’s permit, or the pride of seeing their artwork on the wall. These moments matter. They build self-worth, community connection, and hope.

Across both Tennant Creek and Alice Springs, Saltbush has delivered this program with deep respect for place and people. Each location has shaped the program in its own way, but the core approach remains the same: walk alongside young people, meet them where they’re at, and work together toward positive, long-term outcomes. Our practice is shaped by what we see and feel on the ground – the voices of families, local Elders, mentors, and young people themselves.

We’ve built a mentoring culture grounded in respect, routine, cultural safety, and humour. When we introduced the Pathways to Success Learner Profile, it changed the way we supported educational re-engagement. Linked to the ACARA curriculum but delivered through hands-on, real-life learning – from bush trips to goal-setting, mural painting to financial literacy – we’ve seen confidence grow and young people feel seen. The learner profiles, school re-engagement plans, and behaviour support plans became tools for building identity, not just tracking progress.

What are we proud of? The relationships. The BBQs shared with families at Mary Ann Dam. The footy changerooms cleaned and painted by young people giving back. The AFLNT line marking done

before community games. The mural created to tell a collective story of change. The first job applications, the first day at work, the first pay arriving in their bank accounts. The re-enrolments in school. The laughter in the kitchen. The meal planning and shopping at the IGA. The sharing of food and stories. The young mothers we supported through community programs. The fathers and Uncles who came in for a yarn. The siblings who tagged along and found a place to belong. And the consistent presence we’ve maintained, even during hard times.

We’ve worked with Catholic Care, ACF, Jesuit Social Services, John Moriarty Foundation, MIFANT, NT Police, the Department of Education and Barkly Regional Arts – to name a few – but more importantly, we’ve worked with families. We’ve sat in their homes, walked with them through grief, celebrated milestones, shared meals, and made plans. Our work has always been relational first.

Some of the most powerful images we hold onto are the ones that capture transformation – the young woman who held a snake at the nursery to face her fears. The young man who signed his first recording artist agreement. The youth who gained employment through John Moriarty and Barkly Arts. The teenage girl who walked back into school after a year away – this time, with her mentor beside her. The young mum who brought her baby to mentoring sessions, building routine while healing. The kids who helped wrap presents for community. And the family that turned up to decorate the Saltbush Christmas tree, sharing laughter after a tough year.

Back on Track is a story of change – but not just for the young people. It’s a story of community, of collaboration, and of what’s possible when we centre culture, connection, and capability. We don’t have a single story – we have hundreds. But together, they speak to one truth: when you invest in people, they grow.

SALTBUSH WELLBEING *Services*



Our provision of personalised Low Intensity Mental Health counselling has continued to support individuals across the Territory. Complementing this service our Wellbeing team continued their collaboration with the Employment Services team to deliver the Stronger and Resilient Communities initiative with workshops in Tennant Creek and Alice Springs.

August 2024 saw the Wellbeing team commence with a new program supporting Northern Territory Government (NTG) employees. The NTG Employee Assistance Program (EAP) has been designed to deliver easily accessible and culturally appropriate counselling and well being support to NT Government employees and their families.



The EAP program is available to employees and their families across the Territory who recognise they are struggling with personal and/or professional barriers in their working or everyday lives.

Through professional counselling in one-on-one settings, the program aims to promote and support alternative healthier and positive life choices and achievable outcomes for individuals.

Counselling services range from one off appointments to clients accessing the service for multiple sessions to ensure their specific needs are being met.

So far requests for assistance have come from a range of Departments including Education, Health and Attorney General. For those seeking support beyond the urban or city locations, telehealth appointments have allowed for on-going assistance following a critical incident or event.



Responding to critical incidents across Central Australia, the Alice team have been quick to use available light plane services or road trips to ensure they can connect and create trusting relationships that allow individuals to navigate the challenges of their local communities.

EMPLOYMENT *Services*

The Employment Services (ES) teams of Alice Springs, Tennant Creek and Darwin have had another year of rewarding engagement with individuals looking to create positive changes through learning and working.

Through collaborations with local employers, government agencies and service providers, our teams have been active in providing personalised support and intensive mentoring that allows people to define and achieve their own goals.

Following the success of the NTG's 2023 Aboriginal Employment Program (AEP) Saltbush was again engaged to help with recruitment and mentoring for the 20-week program. For 2024 the program was extended to Alice Springs allowing our local team to join in the commitment to preparing Aboriginal people to pursue employment with the Territory Government. With concurrent programs in Alice and Darwin it was a privilege to again be part of this important employment initiative of the NTG Early Careers Team.

Following years of planning we finally launched our Foundation to Future (F2F) program in Alice Springs. Starting with a recruitment drive for Newmont Mining, the Alice ES team demonstrated how the provision of employment services integrated with skills development and wrap around support can create pathways to new futures. Having delivered 6 blocks of curated workshops that focus on job readiness for local employment, the team have engaged with more than 170 Aboriginal Territorians and placed more than 60 into meaningful employment. With ongoing financial support from NIAA and the investment of Industry and Employers, we intend to extend F2F to Barkly and Katherine in the years ahead.

In February 2025 our Darwin Employment Services Team kickstarted an innovative approach to pre-employment preparation and employment placement support. Having the support of the NIAA to be a local





provider of the Indigenous Skills & Employment Program (ISEP) we started with a small cohort of job seekers for our first delivery. Staged over 20 weeks, our new model allows for intense and personalised engagement with individuals before making an employment commitment. Providing safe spaces to learn and explore, build confidence and self-esteem, gain knowledge and skills for workforce participation, the Strengthening Foundations program can be a game changer for increasing sustainable employment outcomes.

While our mentors and counsellor are working with individuals, we have an Industry Engagement Officer who is actively securing support from employers who can provide real jobs. Through direct involvement with workshops, site visits and recruitment practice, employers have an opportunity to identify new team members who have real potential to be part of their team. Rather than waiting through the program, employer and employee relationships are explored to facilitate a seamless transition to an employment arrangement.

ISEP Strengthening Foundations will run for the next four years in Darwin and will benefit from intentional program monitoring and an Advisory Group to ensure the desired purpose and impact are retained and enhanced year on year.

Our Tennant Creek Employment Services Team have continued their commitment to local impact with the Targeted Assistance Employment Grant (TAEG). Over the past 12 months they have provided employment preparation for more than 40 locals who have sought out our services. Some are still working locally while others continue to be engaged to find their ideal work placement.

Looking ahead we will continue to build our teams, collaborate and share our skills and commitment to create meaningful change in the lives of those we work with.



Developing in Logistics and Infrastructure.

With a clear focus on securing employment within the Northern Territory Government (NTG), Raeleen Pool was a participant of the 2024 NTG Aboriginal Employment Program (AEP). As a key partner in the AEP program, Saltbush supported Raeleen with the initial stages of program recruitment, preparation and mentoring through the 20 weeks of the course. Raeleen was notable for her reliable attendance and quick grasp of the learning activities of the Cert II Workplace Skills and was keen to commence her work placement and demonstrate new skills.

Despite facing some unexpected family illness, Raeleen's commitment to the program has remained unchanged and her performance has received very positive feedback from her immediate Manager within the Department of Logistics and Infrastructure.

Raeleen has shared that she truly enjoys her role within the Department particularly as she learns new software programs alongside her colleagues and works on creating asset registers. With just two weeks of training remaining, she will soon transition to working five days a week until the program concludes in December 2024. Raeleen is particularly excited about the opportunity to travel and engage with remote communities in the Northern Territory in November, collaborating with her teammates and deepening her understanding of the sector.

It has been a privilege for the Saltbush team to work alongside such a dedicated and resilient individual who is committed to making a positive impact in both her personal and professional life.



Finding Her Path to Saltbush

KYRAH TUPAEA began her engagement with Saltbush in early 2023 as TAEG participant. Having completed a hairdressing apprenticeship, Kyrrah realised her true passions were not with this industry. Initially mentored by Skylie and later by Aron, Kyrrah received valuable coaching and career advice, helping her explore opportunities that would allow her to find a new pathway.

With a strong passion for media, Kyrrah was matched with First Nations Broadcasting, where she hosted a daily radio show, produced and scheduled content, and even worked on film and TV sets. This hands-on experience strengthened her confidence and solidified her aspirations to establish a presence in the world of digital media.

A year later, Kyrrah took another turn in her professional development as she stepped into the role of Trainee Mentor with the Saltbush Employment Services (ES) team in Darwin.

Her first area of responsibility was to support the newest group of candidates for the NTGs Aboriginal Employment Program. Kyrrah reflects on this as being a very steep learning curve, being so new to the practice of mentoring

to guide others. However, as this is the sort of challenge that drives Kyrrah to 'just get on', her new mentees became a key part of her own learning and growth under the guidance of Mandy another member of the Saltbush ES team.

This 'get on and do', attitude has served Kyrrah well over the past months. From being part of the NT's 2025 Youth Round Table, being nominated for an NT Young Achiever Award to working on a community education program for menstrual and reproductive health and establishing her own photography business, Kyrrah has simply gone from strength to strength which included her transition from Trainee to full time Mentor at Saltbush.

Reflecting on working as a mentor with the Strengthening Foundations ISEP team, Kyrrah has spoken of her pride at watching this innovative program shift from struggle to strength since its implementation in February 2025. Noting the capacity of the team to respond and adapt to what works for each new group, she has confidence that the current group will be well prepared to take up new challenges as they navigate the opportunities of employment to make change in their lives.

Of her personal journey, Kyrrah shared:

"I never felt like I needed support, as I was quite confident within myself, but it was about more than that. Saltbush helped me choose a career I truly wanted, not just what I was used to or could do. Without the guidance of my mentors, this journey would have been so much harder. I appreciate all the support from my mentors and the entire Employment Services team."

Kyrrah may have many more steps in her journey to empower herself and those around her to discover, define and achieve her personal goals but her time with Saltbush has been greatly valued by both colleagues and participants.

EMPLOYMENT SERVICES

Stories



Building Skills and Supporting Others

JONATHAN POOL, an early graduate of the Strengthening

Foundations ISEP Program demonstrated significant development in both his confidence and his willingness to support others.

During the program, participants were introduced to essential workplace and life skills, including the importance of organisation. They were encouraged to practise by keeping their handouts and documents neatly arranged in their folders—a task that initially seemed small but reflected a valuable transferable skill.

A few days after this lesson, Jonathan approached the team for help organising his own folder. Once completed, he proudly stepped up to support others, offering his help to anyone who needed it. When another participant,

Joel, decided to organise his folder, Jonathan enthusiastically assisted. Soon after, Chantel also requested help, and together Jonathan and the facilitator guided her through the process.

Jonathan's willingness to take initiative and support his peers has been a standout moment in the program. He jokingly "applied" to be the facilitator's personal assistant during the second week, showing not only his sense of humour but also his growing confidence in taking on responsibility.

What started as a simple exercise in organisation has created a ripple effect of engagement and peer support—something that was previously a challenge for many in the group. Jonathan's efforts have encouraged others to build their own organisational skills, fostering a stronger sense of teamwork and shared learning within the program.

Jonathan's journey is a great example of how small steps in skill-building can create meaningful change, both for the individual and for those around them.



NTG EARLY *Careers* - Aboriginal Employment Program 2024



Building on the successful outcomes of our participation in the NTG's 2023 Aboriginal Employment Program, Saltbush once again partnered with the NTG Early Careers Team to recruit and support candidates for the program in 2024.

This year, the opportunity was extended into Alice Springs, allowing for a group of 28 keen individuals across Darwin and Alice following 4 weeks of recruitment activities to start their employment journey with the Territory Government.

With the assistance of dedicated mentors from our Employment Services teams in Alice and Darwin we walked alongside the participants as they navigated 20 weeks of vocational learning, site visits, work placement, and skill sessions. For some participants, the structured learning was their first experience with a formal learning space since their school days. The support that everyone provided to each other to make sure

no participant fell behind was very inspiring.

The program provided participants in both locations the opportunity to complete a vocational Cert II Workplace Skills with CDU TAFE. This was complemented by various workshops to gain knowledge regarding money management, personal goal setting, report writing and problem solving.

Once again, a key success factor for the program was the commitment of our Saltbush mentors who successfully addressed barriers of limited confidence and workplace experience to create trusting relationships that would empower participants to thrive.

Working through challenges of personal health, transport, family care, adapting to technologies and maintaining attendance, it was a great credit to each person who showed their resilience to graduate in December at celebrations in both locations.





TORI'S STORY

– Finding Confidence Through Encouragement

On completing the NTG's Aboriginal Employment Program I was provided a 6-month contract to continue my placement with the Sport and Active Recreation team. During this time, I was lucky to score an opportunity to do part time work within NT Health. This included me having a trial period at the Cowdy Ward at the Royal Darwin Hospital (RDH). While this didn't go well for me personally, I secured another opportunity this time working with the Community Led Harm Reduction Unit that is part of NT Health.

While working with NT Health I have received consistent and ongoing support that has greatly boosted my confidence and encouraged me to try new things I wouldn't have considered before. This support has been instrumental in my growth and development both personally and professionally.

I've been able to move across different levels of NT Health, engaging in diverse range of tasks and situations. This has included managing movement requisitions, travel coordination, data management, satellite phone logistics, grants administration, and initiatives focused on alcohol-related health issues. Additionally, I've been involved in projects related to the Aboriginal and Torres Strait Islander Health Worker and Health Practitioner awards, as well

as contributing to the Local Aboriginal radio station, television, and newsletter work, which I am now actively involved in.

Recently, I was confirmed in my work with the Aboriginal Health, Engagement, and Workforce Division in the role of Admin Support Officer. This team is a wonderful group of individuals who are not only highly professional but also incredibly understanding and supportive. Being part of this team has allowed me to truly be myself, work to my full potential, and demonstrate the skills I have developed through the Aboriginal Employment Program. At the same time, I am constantly learning new things that further enhance my capabilities.

The encouragement and respect I receive from this team at work and outside of work has made a profound impact on my work experience. They have shown me genuine care and support, which has motivated me to take on a variety of tasks and challenges. Each day presents an opportunity to learn and grow, and I feel like I have blossomed in ways I never thought possible.

Although my journey to get here wasn't always smooth and had its fair share of challenges, I'm genuinely proud to say that this team's support and encouragement helped me push through those difficult moments and come out stronger.



FOUNDATION TO *Future*

June 2025 marked the first anniversary of our Alice Springs based program Foundation to Future. Our Employment Services (ES) Team is providing personalised support to individuals who are making the journey from long term and complex disadvantage to futures of promise through healing, re-engagement and personal growth.

Recognising the challenges of traditional models of employment that require evidence of a term of employment to secure a payment, the Leadership of Saltbush has been forging a way forward to create independence from such financial models.

Having delivered 6 blocks of workshops to more than 170 participants, the program explores personal strengths and potential, cultural identity, calculating for cooking, social skills and interactions, industry visits, digital navigation, workplace literacy and numeracy and practical problem solving.

Following the workshops, individuals work with their mentors to prepare for employment opportunities as they create resumes, complete applications and attend interviews. As employment is secured, the support of their Saltbush mentor continues to assist individuals to navigate their new workspaces and tasks. The Saltbush team are also closely connected to the employers who demonstrate their willingness to provide culturally responsive workplaces and genuine support for developing a local workforce.

Saltbush developed the Foundation to Future initiative to be a holistic, person-centred employment and engagement program aimed at breaking cycles of welfare dependence. Through workshops, intensive mentoring and personal counselling, we can empower individuals to pursue sustainable employment. However, from our years of experience with Aboriginal Employment Services we have learned that the journey to breaking cycles of dependence is not linear and does not follow a set time frame.

We also knowing that the actual return on investment is not just about job placements but is measured through the impact of the changes that can be achieved for individual lives and the lives of families and communities.

Creating various options for strategic partnerships, our Business Development Team have been proactively engaging with Employers and Industry groups who are genuinely committed to being part of the social change that Saltbush can drive.

Our aim is to reduce our own dependency on government funding for Aboriginal employment services as Saltbush aims to partner directly with the business and corporate world that provides jobs and advancement opportunity for local job seekers.

The Foundation 2 Future Partnership Prospectus is aimed at attracting partners at a fee point suited to their own financial commitment and participation levels.

The prospectus has been shared with more than 150 potential partners, and the engagement continues as we persuade organisations of our capacity to build ongoing mutually beneficial relationships to achieve our primary goal of creating positive change in the lives of Aboriginal Territorians.

Saltbush believes that it takes at least 3 years to create lasting change, so we are asking our partners to come on board for at least a 3-year period if not longer.

We have a long way to go, but so far we have secured investment and support from Jemena, NT Link, Compass and Yeperenye. Working alongside these industry leaders we are confident of our pathway as we continue to create bridges to new ways of working and new ways of creating sustainable service delivery.

To learn more about the opportunity to partner with Saltbush, contact our CEO Nicole Shackcloth: nicole@saltbushnt.org.au

FOUNDATION TO *Future*





Cynthia Boko's Future with Yeperenye Centre Management

Cynthia Boko, a proud Pitjantjatjara woman with deep cultural roots and strong community connections, has achieved an inspiring milestone through the Foundation to Future (F2F) program. Fluent in Pitjantjatjara, Yankunytjatjara, and Arrernte languages, Cynthia is not only a dedicated mother to four children and grandmother but also a passionate advocate for preserving and promoting Indigenous culture. Her story is one of resilience, growth, and community empowerment.

As an early school leaver with limited formal education, Cynthia faced significant challenges. Over the years, Cynthia contributed to community wellbeing through various roles in local cleaning

services, school support, and retail, where her natural communication skills and cultural understanding made her a valued team member.

Through her participation in the F2F program with Saltbush Social Enterprises, Cynthia embraced new opportunities for personal and professional growth. The program nurtured her skills and empowered her to take the next step in her employment journey. Upon completing the program, Cynthia secured a position as an Aboriginal Community Engagement (ACE) Officer with Yeperenye Centre Management.

In this role, Cynthia utilises her invaluable cultural knowledge and language skills to connect with local community members and support safer environments within the shopping centre. Her ability to engage effectively across language barriers ensures clear communication and meaningful relationships, fostering trust and collaboration between centre management, businesses, and the community. Cynthia's success reflects the importance of programs like Foundation to Future in guiding and empowering individuals to overcome challenges and achieve their potential. Cynthia is not only an employee but a role model for her family, her community, and future generations.



Jacob's Future Supported by Saltbush

At 34 years of age, Jacob has recently completed the Foundations 2 Future (F2F) program; a

milestone that reflects not only personal growth, but resilience in the face of significant life challenges.

Originally from Tennant Creek, Jacob is currently living in Alice Springs under bail conditions, residing at an open house for men. Being away from his home, community, and familiar surroundings has been challenging, but Jacob made a conscious decision to use this time to focus on his future and create positive change.

Jacob has long been supported by our Saltbush Employment service team in Tennant Creek, and while circumstances required him to relocate temporarily, our team in Alice Springs stepped in to ensure Jacob remained connected and empowered helping him stay on track during a critical time in his life.

Jacob has faced several challenges, including long-term unemployment, housing instability, and health concerns most significantly, a heart condition that has impacted his ability to maintain consistent routines and pursue opportunities.

Beginning the F2F program in May 2025, Jacob joined a group of participants in culturally safe and person-centred workshops designed to offer mentoring, employment guidance, job placement support, and the development of work ready skills, while honouring cultural identity and obligations.

Jacob engaged in goal setting, resume writing, explored job opportunities, practiced interview preparation, and participated in group discussions. His willingness to participate and learn helped him grow in confidence and set realistic and achievable goals for the future.

By the time he graduated on 27 June 2025, Jacob had developed a solid foundation of work-readiness skills including time management, communication, teamwork, and career planning putting him in a stronger position to take on training or employment. He is now actively pursuing opportunities for formal study and sustainable work, with a renewed sense of motivation and purpose.



TARGETED ASSISTANCE *Employment* GRANT (TAEG)

The Targeted Assistance Employment Grant (TAEG) program was initiated by the NIAA team to provide specialised support for Aboriginal jobseekers who might find the national employment services landscape difficult to navigate. Over the past 5 years Saltbush has been an active provider of this service in Darwin, Alice Springs and Tennant Creek.

The TAEG program served our organisation beyond its functional role because it allowed for a collaborative approach for community understanding and program flexibility to support personalised employment planning for families and individuals in each location.

We have watched genuine change occur during the entire delivery period with firsthand observation of improved self-assurance along with stronger family bonds and new community connections.

We helped Shevonne Nelson with a basic culinary course in October 2024 which sparked in her a strong interest to secure a job in that field. Our Saltbush team in Tennant Creek supported her to become job ready and secured a role with Voyages Ayres Rock Resort.

Shevonne completed her probation and enrolled in a Cert III Hospitality qualification while continuing her employment out at Yulara. Shevonne says that it is refreshing to be in such a beautiful country and be able to learn and make a living at the same time.

As at time of printing, Shevonne is about to finalise her Cert III and accept full time employment at Ayers Rock Resort.





Vevila Peterson heard about the work of Saltbush through her family. Having moved from Mungkarta Community to Tennant Creek, Vevila approached the Saltbush team to explore choices for her future. During the move to Tennant Vevila had lost her identification documents which are critical for securing her choices for Child Care. Our team were proactive in helping her to apply for new documents and develop skills and knowledge for working in a childcare environment.

While awaiting on an Ochre card, Vevila attended an interview with both Julalikari and Kentish who provide local care services. Through her own confidence she gained employment with Julalikari Council Aboriginal Corporation in the role of Child and Family Centre Support Officer. Beyond her placement, Saltbush is set to assist her in gaining formal qualifications to further realise her aspirations.

Reflecting on our years of pre-employment training, employment assistance and on-job mentoring we understand that obtaining employment requires much more than a job placement milestone; it involves working with the individual as a whole person and every participant's personal history holds importance.

Our initial delivery approach followed a structured employment-first design. Our approach evolved because we understood that trauma and housing instability together with systemic barriers stood as primary obstacles for our participants. So, we shifted. We started integrating complete support measures by blending soft-skill education with cultural guidance and adaptable case management

services. The extension of support services beyond employment placement resulted in better job outcomes for participants. The organisation also adopted swift digital literacy support together with remote engagement approaches.

We have learned to decrease our pace when appropriate while developing active listening skills to understand people at their current state rather than our anticipated state of progress. The TAEG program allowed us to appreciate the value of teamwork between local businesses, training organisations, community services and healthcare facilities. Engaging with these wraparound services turned out to be vital instead of merely helpful.

TAEG has brought more than job opportunities to participants because it provided them with meaningful life direction. Family members reported observing significant positive changes in their relatives through increased self-assurance and reduced worry and reliable daily routines and planning. Saltbush delivery of the TAEG program has allowed some individuals to move away from Centrelink benefits after years of dependency and for others the program has provided messages of self-belief to numerous individuals who have never received this before. Our communities have also experienced advantages through this initiative. Employers gained dependable staff members and local community pride has increased as Aboriginal people started filling prominent positions across various industries such as retail, council, construction, hospitality and health services.

For the Saltbush TAEG teams, we have gained enormous pride from establishing trusting relationships with each of our participants and their families and the communities we also call our homes. Saltbush teams received invitations to enter the lives of individuals during their most susceptible moments – these are precious opportunities. We are proud of our team members who come from the community we operate in as they demonstrate both strength and cultural understanding and deep empathy. And we are most proud of every participant who shared and continued their journey even when things became most challenging. The heart of TAEG beats through the brave actions of all participants.



SCHOOL *Nutrition* PROGRAM - ELLIOTT

The School Nutrition Program (SNP) Saltbush delivers in Elliott continues to be a contributing factor to school attendance and engagement.

Now in our fifth year, and with the continuing leadership of Jun Zhang, we have provided 12,200 meals over the past 12 months.

As community residents, the SNP team do more than simply prepare meals; they are a part of community and student celebrations. This year the Saltbush team were part of school-based NAIDOC Week celebrations. Throughout the week students participated in learning activities that explored bush medicine, damper making, visual arts and of course some AFL action!

Bush medicine sessions encouraged an understanding of the use of native Australian plants for physical and spiritual healing, while visual arts allowed students to express their own sense of fun and creativity in how they experience the wildlife around them.

With the contributions of healthy meals and snacks we are proud to be part of these early learning journeys.



Corporate Services



SOCIAL VALUE AND *Impact* MEASUREMENT

Ever wondered about the actual value that we add to people's lives? Their families' lives? Or the communities in which we provide services?

These questions were the focus of a 2-day training program hosted by Social Ventures Australia that some of the Saltbush team attended in Melbourne.

Nicole, Amie and Yvonne from our corporate team joined 15 other organisations to explore strategies that can provide tangible evidence of how our various programs and services create social value.

Condensing our work to numbers is a bit daunting. But by applying key principles we can focus on understanding what really matters to our participants and how changes that seem intangible can be captured with real evidence. Being able to reflect our work in a Values Map we can create stories from numbers that complement our stories of Good News.

Working at Saltbush, we know we make a difference and soon we will get better at sharing just what that difference looks like in the lives of others and for the priorities of our stakeholders.

Social value accounting is an approach to understanding and managing the social and economic values created by an activity of any organisation. Working with seven key

principles and consistent approaches to establishing indicators of change, Saltbush is looking to create evidence-based narratives around the impact that we have on a person's life, their family and their community.

Complementing this work is our on-going engagement with the Australian Social Values Bank (ASVB) to create appropriate data sets that feed into the evaluation of our programs and services. The ASVB team are working with our Data Analyst Amie to establish the right points of participant engagement to collect information that allows us to understand what changes occur when a person engages with Saltbush.

Beyond the individuals with whom we interact there is the impact of our work on communities and social systems.

We consider outcomes that influence our funding bodies, families of participants, and the social cohesion of communities in which we operate. We think about the short- and long-term social changes that can arise through an increase in confidence, wellbeing and learning. Taking a structured approach to measuring these outcomes we are contributing to the development of a body of knowledge that will allow for better understanding of how the investment to support Aboriginal job seekers across the Territory leads to more than employment. It leads to healing, cohesion and meaningful futures.





FUNDING OUR *Future*

Since our operations commenced in 2016, Saltbush has delivered activities and services that have responded to government priorities and grant funding arrangements while seeking a model of delivery that allows us to provide integrated and long-term support beyond policy and program cycles.

Whilst government contracts have certainly allowed us to reach across the Top End and Central Australia towards our vision of a Territory that provides and supports fair and equal opportunities for all Aboriginal Territorians, we have long realised that to create meaningful and sustainable change, we need to have greater independence around funding.

Creating the Foundation to Future initiative allowed us to think differently about how we secure finance that can provide flexibility in how and where we work. The Northern Territory has, for many years, been grappling with how to effectively harness the potential benefit of an Aboriginal workforce with employers trying to navigate the very real challenges that arise in providing culturally responsive workplaces and employment.

By partnering with Saltbush, local, interstate and international businesses have the chance to align their goals to create meaningful change through financial investment in our work. Through partnership agreements businesses are contributing to Closing the Gap on Aboriginal disadvantage in the Territory in a very meaningful way and providing future funds that allow us to deliver tailored solutions to long-term challenges.

Partners will gain a depth of knowledge as we share our challenges and our progress with innovative approaches to capturing



data and stories that reflect not just our activities but also the value that we are adding to the lives of individuals we support.

Businesses make a choice on the level of funding they commit and the term they will partner with Saltbush, and we respond with targeted engagement and reporting to meet their corporate and social expectations. Participation can be either hands on, or hands off depending on their own organisational needs and capacity.

With the creation of a dedicated business development role, we have been able to increase private sector investment from our angel investor of Jemena to develop a portfolio of 6 partners and many more in the pipeline.

While transitioning our funding model to become a trusted partner in realising the aspirations of Industry and Employers to support Aboriginal workforce development with real results, we will continue to work alongside government initiatives and priorities being a local provider of local solutions and advice.



CORPORATE SERVICES

Right FIT FOR RISK

In February 2025, the Saltbush Board approved a significant upgrade project to Saltbush's Information and Communication Technology (ICT) environment, focused on establishing a Microsoft Modern Desktop environment that would strengthen our cybersecurity. The project is now being completed in partnership with our external IT provider, Hexicor.

The initiative has been driven by government contracting requirements to achieve Right Fit for Risk (RFFR) Cyber Security Category 2A accreditation – a process involving three progressive milestones. And while RFFR accreditation is a contractual requirement, the upgrade to our systems also delivers broader benefits in reducing risk across the organisation and aligns with a goal of achieving Australian Cyber Security Centre Essential Eight Maturity Level One.

Saltbush has successfully completed milestones one and two of RFFR accreditation, which included implementation of a fully managed Modern Desktop environment and core controls.

The work done so far has built a strong foundation for further uplift of Saltbush's ICT environment with full Right Fit For Risk accreditation expected to be completed by January 2026.

The strengthened ICT systems will improve security, reliability and scalability across the organisation, positioning Saltbush for sustainable digital growth and resilience.





FIRST NATIONS LED RTO *Advancement*

With the current National Skills Agreement (Skills Agreement) prioritising a focus on Closing the Gap to address entrenched inequality faced by First Nations people, Saltbush is privileged to be part of the First Nations RTO Advisory Group for the Northern Territory.

A central feature of the Skills Agreement Closing the Gap initiative is the development of an Implementation Plan for each State and Territory that will reflect meaningful advice of First Nations RTOs on matters of research, projects, pilots and other initiatives of national policy and programs for the Vocational Education and Training (VET) sector in the Territory and nationally.

Acknowledging the work of the Saltbush Registered Training Organisation (RTO), we have been invited to join the advisory group that is being co-ordinated through the NTG's Skills NT team, with our CEO Nicole Shackcloth representing Saltbush.

With a total of nine locally based Aboriginal organisations representing the NT VET sector – across a balanced range of industries - this First Nations RTO Advisory Group plays a crucial role to ensure the effort to strengthen our local sector is genuinely culturally responsive and



community led. With a commitment to shared decision making and transparent planning, the FN RTO Advisory Group will meet every two months to support Skills NT in their work to meaningfully advise the Territory Government on what our Implementation Plan might look like.

Further extending the profile of Saltbush as a valued advisor on matters relating to skills and learning through the VET sector, Nicole has represented us at the Aboriginal Community Controlled (ACC) and First Nations Led (FNL) RTO Community of Practice. The collaboration of ACC & FNL RTOs from across the country will meet at least quarterly to share challenges and strategies for achieving quality outcomes and learning experiences for First Nations learners. As a Community of Practice, this network is a vehicle to increase capacity of FNL RTO's and their teams through collaboration rather than competition leading to improved learner outcomes for the development of a stronger Aboriginal workforce across the country.

Through our proactive engagement with both initiatives Saltbush is well positioned to be influential in responding to the challenges of increasing vocational outcomes for Aboriginal and Torres Strait Islander learners.

Support



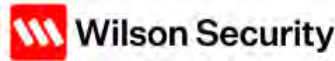
Collaborations

Thankyou to those who have collaborated with us this year:

COMMUNITY



COMMUNITY CONT.



Northern Territory Legal Aid Commission



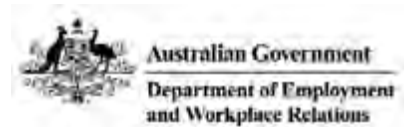
CatholicCare NT



Professional Community



GOVERNMENT



CORPORATE



ACKNOWLEDGMENTS



Corporate and Community Partners

Through another year, Saltbush has been working with likeminded organisations and services to support some of the Territories, most vulnerable job seekers and community residents. We continue to be appreciative of the opportunities to collaborate as we strive to make a positive impact on those we work with.

Some of the feedback we have received from Employers:

NT Link

NT Link has been utilizing Saltbush for a number of years to fill vacancies within our Construction Teams, connecting us with Indigenous talent and culture, and reinforcing our commitment to creating training and employment opportunities for all Territorians. More recently, our involvement has expanded beyond recruitment, with NT Link actively participating in workshops and industry sessions during Saltbush training programs. This engagement enables us to contribute to the education and career pathways of Territorians, even when we don't have immediate hiring needs.

Glencore

Just wanted to say big thank you for all the help you have given to us as we re-start our recruitment. Jonathon has been very supportive of our candidates, and I know we wouldn't have got their medical assessments completed as quickly as we did without his help.

Thank you and the Team at Saltbush so much, I appreciate everything you guys do.

DABSCO

DABSCO has appreciated the ongoing support of Saltbush in working with our Indigenous employees. Their guidance has not only helped us provide meaningful employment opportunities but also supported our team members to thrive. This partnership has had a genuine and positive impact on our workplace.

Jemena

continues to be a strong supporter of Saltbush with their financial contributions now reaching a sixth year. Their steadfast support is highly valued to allow us to operate across the Territory.

Karen Sheldon Group

Our third-party agreement with Karen Sheldon Group reaches a new milestone with a renewal to June 2026 that will facilitate our on-going delivery of quality vocational training across community services and early childhood educational & care.

Traditional Owners

Saltbush acknowledges the Australian Aboriginal and Torres Strait Islander peoples of this nation. We acknowledge the traditional custodians of the lands on which we are working and where we conduct our business.

We pay respects to ancestors and Elders, past and present. Saltbush is committed to honouring Australian Aboriginal and Torres Strait Islander people's unique culture and spiritual relationships to the land, water and seas and their rich contribution to society.

GET *Involved*

There are many ways to get involved in helping Saltbush fulfil our vision.

Your contribution will go towards building programs and activities that provide employment and education opportunities along with wellness services for marginalised Territorians.



DONATE

saltbushnt.org.au



BEQUEST

Leave a gift in your will



FUNDRAISE

Support an event or fundraising activity



PARTNER

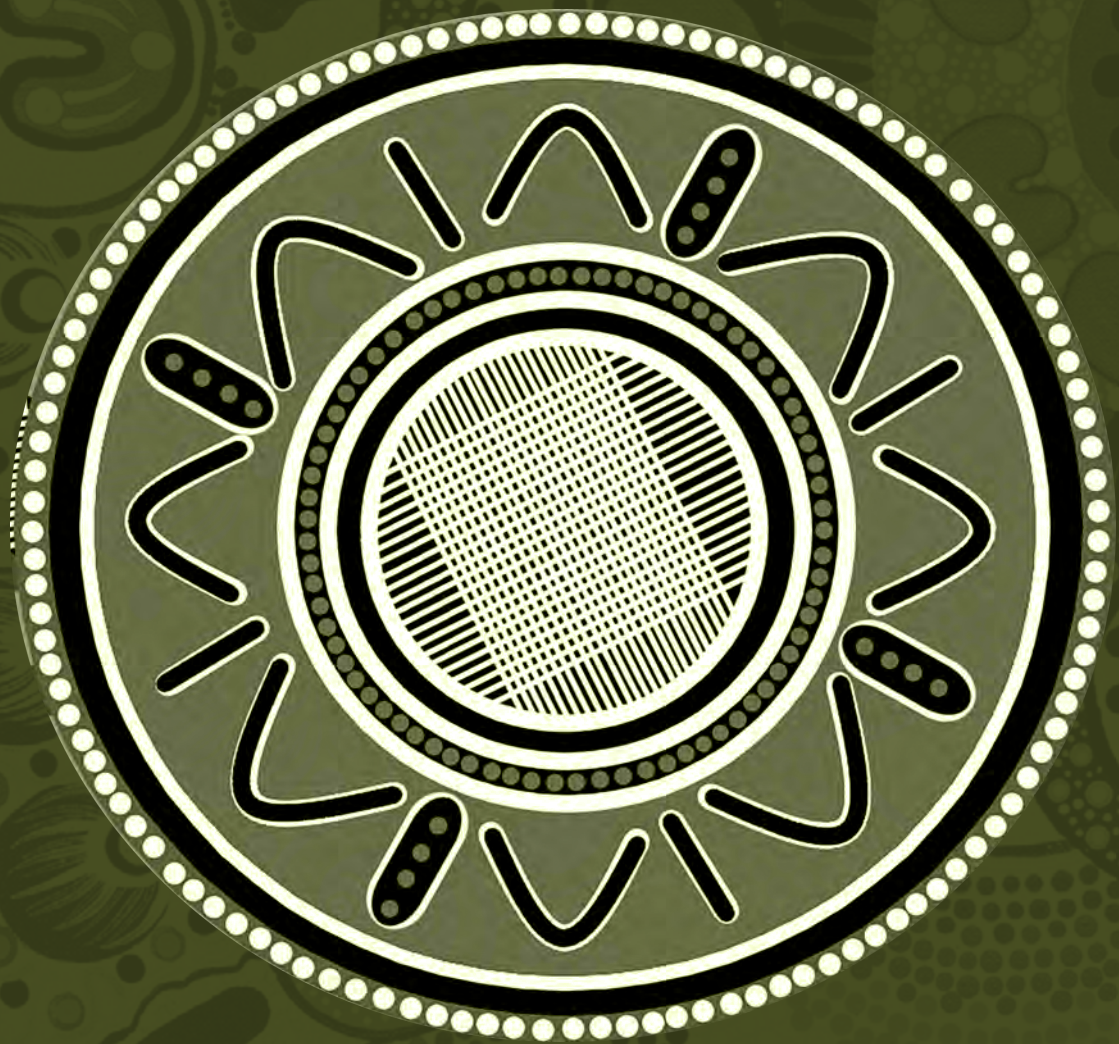
Become a corporate partner or a member



SHARE

Share your story to inspire others

Governance





A MESSAGE FROM THE *Chair*

I begin by acknowledging the Traditional Owners of the lands and waters where Saltbush lives and works, and I pay my respects to Elders past and present. I extend that respect to all First Nations people who connect with our services and leadership.

This year, the Board has been focused on strengthening Saltbush's ability to deliver on our Vision: A Northern Territory that provides and supports fair and equal opportunities for self determination for all Aboriginal Territorians. We remain anchored in a simple truth that guides every decision we make **"a person with a job is a person with a future"** and in our commitment to practical, culturally grounded services that meet people where they are.

Saltbush's model is deliberately local and flexible. Our teams work in community, side by side with families, Elders, schools, health providers, employers, and partner organisations to design supports that reflect local priorities and culture. This "boots on the ground" approach continues to be a defining strength, and it is central to the results our participants are achieving.

In 2025, Saltbush took a bold step in the Barkly by purchasing building assets in Tennant Creek. This investment offers a stable local base for mentoring, training and community collaboration, and signals our firm commitment to the Barkly community. It also helps generate employment and capacity-building locally, strengthening the "boots on the ground" ethos.

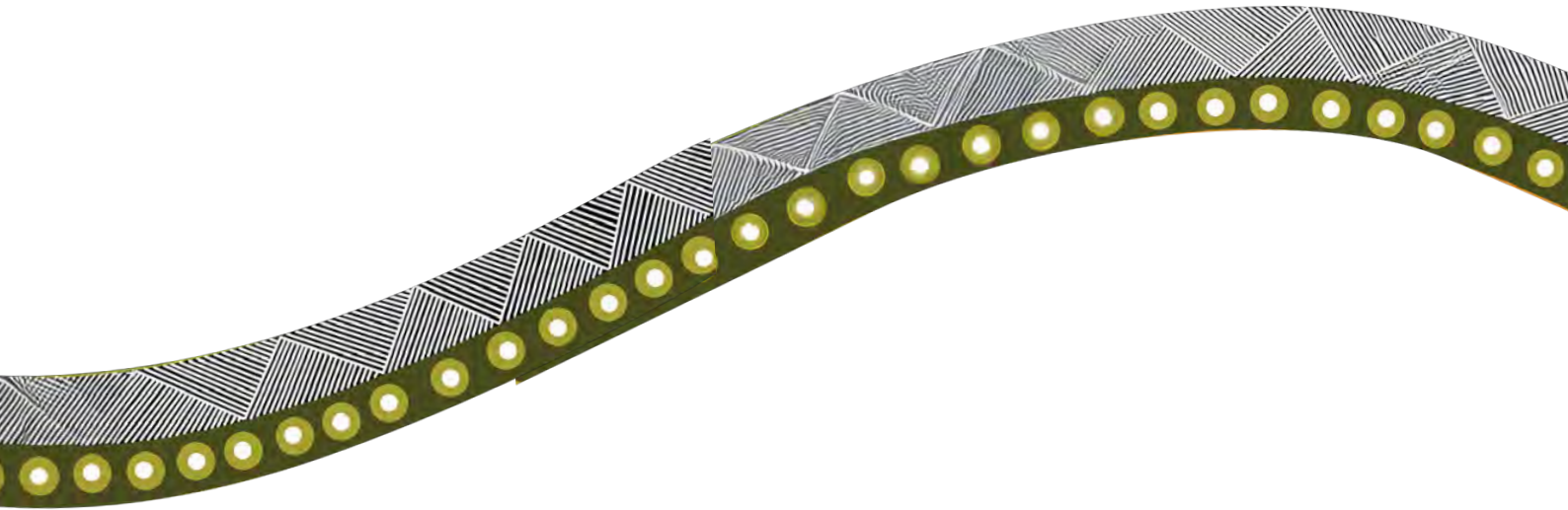
Our Foundation to Future (F2F) initiative commenced strongly in Mparntwe (Alice Springs) with funding support from the National Indigenous Australians Agency (NIAA). F2F is a holistic initiative that combines mentoring, training and real job pathways with culturally safe, person centred support. We thank NIAA for its confidence and investment in this program and the lives it is changing.

The Board also acknowledges Jemena for its ongoing partnership with Saltbush. Jemena's support has helped seed and scale our employment pathways work over several years, including mentoring initiatives linked to F2F and earlier workforce mentoring programs in the Barkly. This kind of corporate leadership grounded in trust and shared purpose shows how business can walk alongside community to create lasting impact.

Saltbush's outcomes are the product of many hands. Across Darwin, Elliott, Tennant Creek, and Alice Springs, our collaborative relationships with Aboriginal organisations, employer partners, schools, health and social services, and local industry have grown deeper and more practical. Together, we have helped more participants stabilise their wellbeing, re engage with training, step into employment, and keep building toward long term careers. Our teams' ability to convene the right people around each participant, quickly and with care is a hallmark of Saltbush's approach.

Saltbush continues to invest in capability that lasts:

- **Training and mentoring.** Through Saltbush Training (RTO #46180) we deliver nationally recognised qualifications and targeted short courses—including our Aboriginal Workforce Mentoring course to support strong Aboriginal workforces and culturally safe workplaces.
- **Integrated services.** Our employment, wellbeing and training programs are designed to fit together so a participant can access counselling, skills building and on the job mentoring in the one journey rather than being shuffled between systems. This is a core design principle of Foundation to Future.



This year, I had the privilege of joining the teams from across the Territory to redefine our Values. It was an incredible few days watching everyone collaborate with such passion and purpose. The values our teams created truly reflected their deep commitment not only to Saltbush, but also to the participants we serve.

The values that define Saltbush:

- **STRONG** - We tackle tough problems and seek solutions without giving up
- **QUALITY** - We maintain a reputation of providing reliable and respectful services that respond to community needs
- **ACTION** - We empower and support participants, walking beside them on their journey.
- **TRUST** - We are present, genuine and available for our participants
- **TEAMWORK** - We draw our collective expertise and experience, enabling holistic support to the people we work with.
- **IMPACT** - We build capacity in our participants to make their own decisions

On behalf of the Board, I thank our executive team, managers, mentors, trainers and frontline staff for their relentless commitment to participants and communities. I also acknowledge our Elders, cultural advisers and community leaders whose guidance keeps our work grounded and respectful. Our thanks go to program funders and

partners across government and industry including NIAA, DEWR, NTG, Jemena, Yeperenye, NT Link and Compass for standing with us to deliver real outcomes.

In the year ahead, we will:

- Consolidate and activate our Tennant Creek asset as a welcoming community hub.
- Strengthen F2F in Central Australia, building employer pipelines, training and on the job mentoring that help participants stay and grow in work.
- Keep investing in Aboriginal leadership, mentoring capability and accredited training to match local labour demand across the NT.

Saltbush is proudly **Aboriginal led** and Territory based. With community at the centre, and with partners who share our commitment, we will keep shaping pathways to self determination—one person, one family, and one community at a time.

With respect and resolve

Rayleen Brown
Chairperson Saltbush Board
Saltbush Social Enterprises





A MESSAGE FROM THE CEO

Reflecting on the past twelve months I am prompted yet again to identify key highlights. This year, I am noting some highs and lows with our services.

Perhaps most notably, our involvement with Aboriginal youth through the provision of the Supported Bail Accommodation and Back on Track programs has come to an end. With a change of direction from the Territory Government, our contracts were finalised for these services across Darwin, Tennant Creek and Alice Spring which sadly necessitated the loss of some of our highly skilled and valued team members who could not be reallocated within our on-going programs. Reiterating my message at the time of our services ending, I sincerely thank the teams and individuals who have been dedicated to the unqualified support of some of our most vulnerable young people. A few of our team have provided their reflections on our years of service and I encourage you to read their stories within this report.

On the flip side, we launched two new Employment Services programs: Foundation to Future in Alice Springs and ISEP Strengthening Foundations in Darwin.

Each program is a reality through the financial support of the National Indigenous Australians Agency (NIAA), and I appreciate their willingness to champion our commitment to new ways of working to support Aboriginal jobseekers in the Territory.

This year, Saltbush Social Enterprises was proud to secure a First Nations Skills for Education and Employment (SEE) program a literacy, language, numeracy, and digital literacy initiative designed to empower participants through creative and culturally relevant learning. The program will

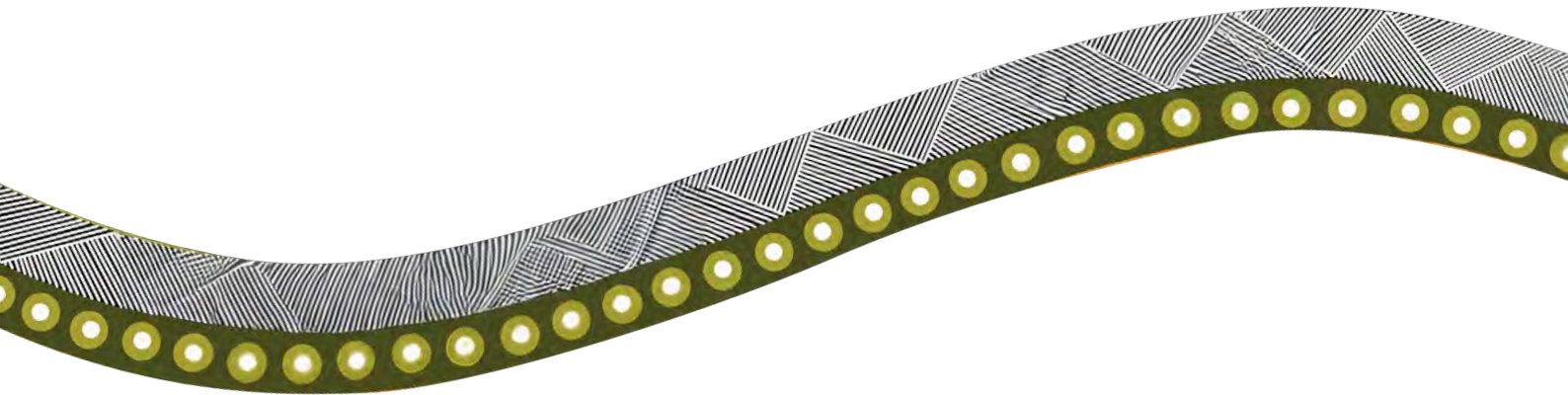
uniquely use art as a medium to engage and inspire learners, reflecting our commitment to delivering education in ways that resonate with culture and community.

I would like to sincerely thank the Department of Employment and Workplace Relations (DEWR) for their financial support and partnership in bringing this new and exciting program to life. We look forward to seeing it develop and make a lasting impact in the lives of our participants.

Saltbush has long advocated for the flexibility to be person-centred over 'program planned' allowing for tailored assistance and sustained engagement to allow individuals to travel on their own journey to workforce participation. Our experience has shown that these journeys are rarely linear and may consist of one step forward and two steps back. We are now able to demonstrate the outcomes and impacts that are achievable when we have the time to listen, learn and respond to personal stories and aspirations with programs that have been community informed and co-designed.

Alongside these new models of service delivery, we have continued to be a key community partner for Elliott with our School Nutrition Program, and in Tennant Creek our team have maintained strong ties to the community with employment assistance and collaborations with local services.

Our Saltbush Registered Training Organisation (RTO) continues to build the skills and learning of Early Childhood Educators, Aboriginal Workforce Mentors, and those undertaking Child, Youth and Family Intervention training. As we settle into new leadership, the team is focused on exploring new and innovative ways to create positive impact through vocational education and training.



Our Wellbeing team have extended their reach as a service provider within the NTG's Employee Assistance Program. This work has allowed us to support individuals in Territory Cities, Towns and Remote Communities and we are committed to offering counselling and guidance wherever it is needed.

Business Development has been a key focus of our past year. We have moved from ideas of generating industry support through financial investment to the reality of partnership agreements with several key stakeholders, building on the initial and on-going investment of Jemena. We are proud to count local and international employers across a range of industries as partners in the work that we do. This includes Jemena, Compass, Yeperenye and NT Link as committed partners and many more in the pipeline of funding for our future.

At a more granular level, our corporate team have been actively securing a cyber safe future through certification as a Right Fit for Risk business. This will position us to be an organisation with the capacity to safely gather, store and report on details of our Aboriginal participants with confidence in our operating systems, devices and internal processes.

Building on our national profile has been one of my personal commitments. Through attendance at national forums on Aboriginal Youth Justice and Vocational Training through First Nations Led RTOs I have been able to make meaningful contributions to some important conversations. In the coming year I will continue to build relationships through these networks to ensure that our perspectives and knowledge are shared to influence and benefit futures in the Territory and Nationally.

Also linked to our professional profile, I was honoured to be a finalist for an NT News Leader of

the Year award in the category of Business Pioneer Leader, recognising my own role in the growth and development of Saltbush. I am proud to say I was the runner up in this category.

As we move closer to our 10th Anniversary and I am looking forward to not only acknowledging our past but also exploring opportunities to re-set, reconfirm or re-design our future. The milestone will be something to celebrate, and I look forward to engaging with our stakeholders, supporters, Saltbush team members and participants to share our success stories. It will no doubt be another busy year, but we will find that time to consider what we have achieved and what more we can do.

Before closing I want to acknowledge a key change to our Governance arrangements with the appointment of our first Aboriginal Chairperson, Rayleen Brown. It is a significant step in our organisational development, and I feel very proud to be part of this achievement. It has been a privilege to work with her these past twelve months as we secure our Aboriginal Leadership team, and I look forward to our shared future for the advancement of Saltbush and the lives of those we walk alongside.

Nicole Shackcloth

CEO Saltbush Social Enterprises



OUR Board



Rayleen Brown
Chairperson



Nicole Shackcloth
Director / CEO



Karen Sheldon
Director



Jennifer Howard
Director



Emily Mbitjana
Director



Carey Trundle
Director

OUR Strategic GOALS



EMPOWERING ABORIGINAL PEOPLE TOWARDS SELF DETERMINATION

- Provide support that enables Aboriginal people to identify and achieve own goals.
- Improve access and opportunities for Aboriginal people to achieve their aspirations.



PERSON CENTRED SERVICE PROVISION

- Strengthen the person-centred service model for all delivery.
- Ensure all service delivery is culturally appropriate to person and location.



COLLABORATIVE PARTNERSHIPS

- Work in collaboration with organisations that offer complementary services for the empowerment of Aboriginal people.
- Strengthen and diversify relationships with like-minded organisations.



SUPPORTING OUR PEOPLE

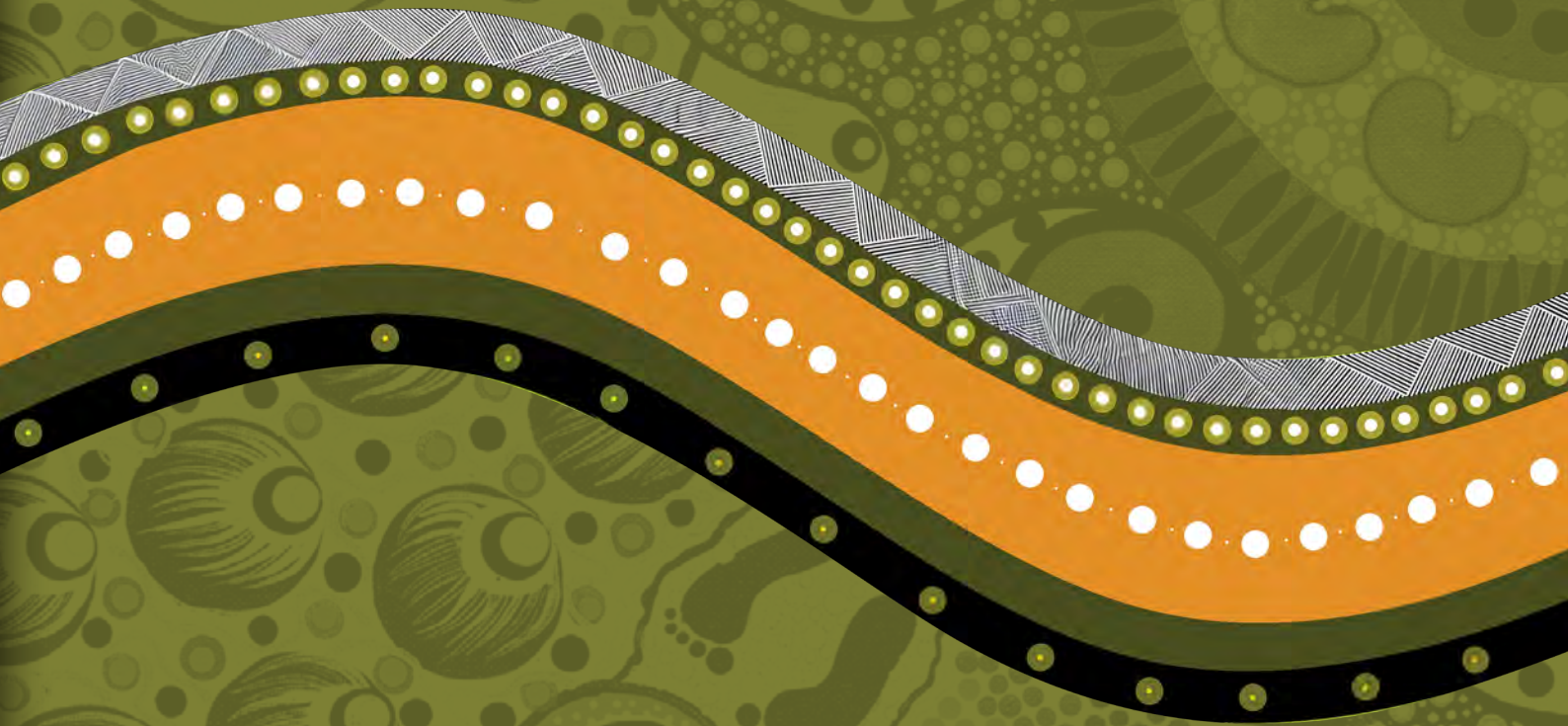
- Be an employer of choice and foster Aboriginal employment.
- Provide opportunities for personal and professional development and harness the collective expertise of team members.



GOVERNANCE AND TRANSPARENCY

- Continue to grow Saltbush as an ethical, sustainable and not-for-profit organisation.
- Lead through best practice and strong governance to deliver ESG bottom line.

OUR *Finances*



CFQ's REPORT

Saltbush continued its growth in the 2025 financial year, strengthening its net asset position and delivering a surplus.

Net assets increased to \$4.85 million, up from \$2.82 million the previous year, a strong result that reinforced Saltbush's long term sustainability and its capacity to deliver on its mission, programs and services. The majority of assets were held as cash, followed by trade receivables and property, plant and equipment. A key acquisition during the year was a property in Tennant Creek, which is set to become a regional hub for Saltbush in the Barkly area once renovations are complete. This investment will significantly enhance Saltbush's visibility and long term ability to support programs in the region.

The capital equity reserve, established in the previous financial year, was further increased to support future investments in property, asset replacement and technology projects. Notable spending from the reserve included the commencement of a major upgrade to Saltbush's Information and Communication Technology environment.

Saltbush delivered a surplus of \$2.02 million in the 2025 financial year, building on the strong result achieved in the previous financial year. Total revenue was \$9.25 million, an increase of \$569 thousand compared to the previous financial year, primarily driven by new Federal Government program grants and growth in training delivery. Fundraising income increased by 9%, supported by sponsorship partners, with Jemena and NT Link being key contributors.

Revenue composition shifted significantly during the year. Service contract revenue decreased due to the conclusion of NT Government contracts, while grant revenue increased with the addition of the new Federal Government grant contracts. These sources accounted for 45% and 43% of total revenue respectively. Training revenue contributed 7%, and other income, including sponsorships, made up the remaining 5%.



Service contracts \$4,175,088 45%	Training services \$643,473 7%
Grant contracts \$3,982,162 43%	Other income \$455,803 5%
Donations \$2,051 0%	

Auditor's REPORT



el: +61 8 8981 7066
Fax: +61 8 8981 7493
www.bdo.com.au

72 Cavenagh St
Darwin NT 0800
GPO Box 4640 Darwin NT 0801
Australia

DECLARATION OF INDEPENDENCE BY CASMEL TAZIWA TO THE DIRECTORS OF SALTBUSH SOCIAL ENTERPRISES LIMITED

As auditor of Saltbush Social Enterprises Limited for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been:

1. No contraventions of the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, consisting of stylized, overlapping loops and lines, representing the name Casmel Taziwa.

Casmel Taziwa
Audit Partner

BDO Audit (NT)

Darwin, 9 October 2025

BDO Audit (NT) ABN 48 242 540 619 is a member of a national association of independent entities which are all members of BDO Australia Ltd ABN 77 050 110 275, an Australian company limited by guarantee. BDO Audit (NT) and BDO Australia Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation.



Tel: +61 8 8981 7066
Fax: +61 8 8981 7493
www.bdo.com.au

72 Cavenagh Street
Darwin NT 0800
GPO Box 4640 Darwin NT 0801
AUSTRALIA

INDEPENDENT AUDITOR'S REPORT

To the members of Saltbush Social Enterprises Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Saltbush Social Enterprises Limited (the Company), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial report, including material accounting policy information, and the responsible entities' declaration.

In our opinion the accompanying financial report of Saltbush Social Enterprises Limited, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

- (i) Giving a true and fair view of the registered Company's financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (ii) Complying with Australian Accounting Standards to the extent described in Note 1 and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the registered Company in accordance with the auditor independence requirements of the Australian Charities and Not-for-profits Commission Act 2012 (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter - Basis of accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the registered Company's financial reporting responsibilities under the ACNC Act. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

BDO Audit (NT) ABN 48 242 540 619 is a member of a national association of independent entities which are all members of A.C.N. 050 110 275 Ltd ABN 77 050 110 275, an Australian company limited by guarantee. BDO Audit (NT) and A.C.N. 050 110 275 Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation.



Responsibilities of responsible entities for the Financial Report

The responsible entities of the registered Company are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the ACNC Act and the needs of the members. The responsible entities' responsibility also includes such internal control as the responsible entities determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the responsible entities are responsible for assessing the registered Company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the responsible entities either intend to liquidate the registered Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at:

http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf

This description forms part of our auditor's report.

A stylized, handwritten signature of the BDO firm, consisting of the letters 'BDO' in a cursive, black ink style.

BDO Audit (NT)

A handwritten signature in black ink, appearing to be 'Casmel Taziwa', written in a cursive style.

Casmel Taziwa
Partner

Darwin, 9 October 2025

Directors' DECLARATION

Saltbush Social Enterprises Limited
Contents
30 June 2025

In the directors' opinion:

- the company is not a reporting entity because there are no users dependent on general purpose financial statements. Accordingly, as described in note 1 to the financial statements, the attached special purpose financial statements have been prepared for the purposes of complying with the Australian Charities and *Not-for-profits Commission Act 2012*;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

On behalf of the directors



Nicole Shackcloth
Chief Executive Officer

8th October 2025
Darwin



Rayleen Brown
Chair of the Board of Directors

Financial STATEMENTS

Saltbush Social Enterprises Limited
Statement of profit or loss and other comprehensive income
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Revenue			
	3	9,258,577	8,689,132
Total revenue		<u>9,258,577</u>	<u>8,689,132</u>
Expenses			
Employee benefits expense	4	(5,097,910)	(6,102,136)
Insurance		(389,031)	(322,547)
Depreciation and amortisation expense		(242,296)	(79,112)
Finance costs		(23,424)	(63)
Accounting and audit fees		(39,823)	(45,714)
Printing and stationery		(29,366)	(24,638)
Cleaning and consumables		(23,488)	(26,441)
Meeting and events		(58,642)	(28,130)
Telephone		(30,510)	(26,691)
Advertising and marketing		(159,064)	(18,883)
Client support costs		(160,632)	(222,695)
Premise costs		(86,331)	(179,016)
IT services		(158,369)	(125,793)
Consulting fees		(131,434)	(189,791)
Motor vehicle expenses		(168,250)	(86,005)
Staff services		(250,465)	(92,885)
Other expenses		(181,551)	(85,583)
Total expenses		<u>(7,230,586)</u>	<u>(7,656,123)</u>
Surplus for the year	13	2,027,991	1,033,009
Other comprehensive income for the year		<u>-</u>	<u>-</u>
Total comprehensive income for the year		<u><u>2,027,991</u></u>	<u><u>1,033,009</u></u>

The above statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes

4

Saltbush Social Enterprises Limited
Statement of financial position
As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	5	4,693,582	2,359,394
Trade and other receivables	6	557,177	888,866
Total current assets		<u>5,250,759</u>	<u>3,248,260</u>
Non-current assets			
Property, plant and equipment	8	901,325	345,415
Right-of-use assets	7	192,488	-
Total non-current assets		<u>1,093,813</u>	<u>345,415</u>
Total assets		<u>6,344,572</u>	<u>3,593,675</u>
Liabilities			
Current liabilities			
Trade and other payables	9	1,025,261	527,457
Lease liabilities	10	101,078	-
Provisions	11	237,603	232,270
Total current liabilities		<u>1,363,942</u>	<u>759,727</u>
Non-current liabilities			
Lease liabilities	10	104,161	-
Provisions	11	27,607	13,077
Total non-current liabilities		<u>131,768</u>	<u>13,077</u>
Total liabilities		<u>1,495,710</u>	<u>772,804</u>
Net assets		<u>4,848,862</u>	<u>2,820,871</u>
Equity			
Capital Reserves	12	1,935,934	800,000
Accumulated surplus	13	2,912,928	2,020,871
Total equity		<u>4,848,862</u>	<u>2,820,871</u>

The above statement of financial position should be read in conjunction with the accompanying notes

Saltbush Social Enterprises Limited
Statement of changes in equity
For the year ended 30 June 2025

	Accumulated surplus \$	Capital reserve \$	Total equity \$
Balance at 1 July 2023	1,787,862	-	1,787,862
Surplus for the year	1,033,009	-	1,033,009
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	1,033,009	-	1,033,009
Transfer to capital reserve	(800,000)	800,000	-
Balance at 30 June 2024	<u>2,020,871</u>	<u>800,000</u>	<u>2,820,871</u>
	Accumulated surplus \$	Capital reserve \$	Total equity \$
Balance at 1 July 2024	2,020,871	800,000	2,820,871
Surplus for the year	2,027,991	-	2,027,991
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	2,027,991	-	2,027,991
Transfer from accumulated surplus to capital reserves	(1,135,934)	1,135,934	-
Balance at 30 June 2025	<u>2,912,928</u>	<u>1,935,934</u>	<u>4,848,862</u>

The above statement of changes in equity should be read in conjunction with the accompanying notes

Saltbush Social Enterprises Limited
Statement of cash flows
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Government grants and contracts received		9,358,862	8,002,876
Receipts from customers		625,806	517,036
Payments to suppliers and employees		<u>(6,976,274)</u>	<u>(7,458,775)</u>
		3,008,394	1,061,137
Interest received		84,360	3,166
Interest and other finance costs paid		<u>-</u>	<u>(63)</u>
Net cash from operating activities		<u>3,092,754</u>	<u>1,064,240</u>
Cash flows from investing activities			
Payments for property, plant and equipment		(673,134)	(43,502)
Proceeds from disposal of property, plant and equipment		<u>25,491</u>	<u>-</u>
Net cash used in investing activities		<u>(647,643)</u>	<u>(43,502)</u>
Cash flows from financing activities			
Repayment of lease liabilities		<u>(110,923)</u>	<u>(4,666)</u>
Net cash used in financing activities		<u>(110,923)</u>	<u>(4,666)</u>
Net increase in cash and cash equivalents		2,334,188	1,016,072
Cash and cash equivalents at the beginning of the financial year		<u>2,359,394</u>	<u>1,343,322</u>
Cash and cash equivalents at the end of the financial year	5	<u>4,693,582</u>	<u>2,359,394</u>

The above statement of cash flows should be read in conjunction with the accompanying notes



Cover Stories

LIAM PATRICK REID

My name is Liam Patrick Reid, and I am a proud Indigenous man from Alice Springs, with deep cultural connections to the Kaytetye and Arrernte tribes of Central Australia through my mother's bloodline, and the Kokatha tribe of Central South Australia through my father's. I am 31 years old and a devoted father to a beautiful four-year-old daughter who continues to inspire me every day to be the best version of myself.

Growing up in Alice Springs, my journey has been one of perseverance, learning, and self-discovery. I began my schooling at Sadadeen Primary School before transferring to Braiiling Primary School and then attended Anzac Hill High School, where I was one of the first members of the Clontarf Foundation program in Alice Springs. The Clontarf experience had a major impact on my growth, helping me develop discipline, teamwork, and resilience—qualities that would continue to guide me throughout my life.

Joining Centralian Senior Secondary College in 2009 required adjusting to new schooling systems and was challenging; but it taught me independence and accountability. I was given a life-changing opportunity through the Indigenous Youth Leadership Program (IYLP), which offered me a scholarship to attend a private school anywhere in Australia. I chose Rostrevor College in Adelaide—an experience that tested and transformed me.

At first, adapting to private school life was difficult. I struggled with homesickness, structure, and self-discipline. But through resilience and support, I turned those struggles into strengths. My time at Rostrevor taught me that stepping out of your comfort zone can lead to incredible growth.

Returning to Alice Springs after graduation, I explored various industries—working as a teacher's assistant at Yipirinya School, a cabinet-making apprentice, and later in building and maintenance across remote Central Australian communities. These experiences helped me build practical skills, confidence, and a strong work ethic.

In 2016, I moved to Port Augusta, South Australia, to reconnect with my father's family and start fresh. There, I completed a hospitality course through

TAFE, gained my driver's licence, and worked on the Bungala Solar Farm, once the largest solar project in the Southern Hemisphere. Working alongside skilled tradespeople opened my eyes to new opportunities, but it was also a time of personal loss as I cared for and farewelled my grandfather during his battle with cancer—an experience that strengthened my resilience and perspective on life.

In 2019, I returned home to Alice Springs and began working in the disability support sector, where I discovered a deep sense of purpose helping others achieve independence and inclusion. Later, I moved to Mimili Community on the APY Lands, taking on a diverse role at the local health clinic as an Aboriginal Liaison Officer, on-call ambulance driver, and patient support worker. It was a rewarding but challenging period that taught me the value of adaptability, empathy, and community connection.

Returning again to Alice Springs, I continued working in disability and community access services before transitioning into tourism, guiding visitors along the Larapinta Trail. This role reignited my passion for connecting with people and sharing the beauty of Central Australia. Eventually, I progressed into an Operations Manager role—a position that honed my leadership and communication skills.

In late 2024, I found myself searching for a new direction and purpose. That's when I came across the Foundation to Future Mentor role with Saltbush Social Enterprises. Although mentoring was new to me, I felt drawn to the opportunity to make a difference in the lives of others—particularly those facing barriers like the ones I've overcome. Since joining Saltbush, I've found not just a job, but a calling. Supporting others to build confidence, develop skills, and find their place in the workforce has been one of the most rewarding experiences of my life.

Every step of my journey—from overcoming personal challenges to achieving professional milestones—has shaped who I am today. I'm proud of my heritage, my resilience, and my growth. Most importantly, I'm proud to use my experiences to inspire others—proving that with perseverance, self-belief, and the right support, change is always possible.



Cover Stories

KAITLYN PETERS

I'm Kaitlyn Peters, a 22-year-old proud Indigenous woman from Alice Springs. My roots run deep through Central Australia, where I was nurtured by my loving family with ties to the Kaytetye and South Arrernte tribes. Born in Melbourne and raised in Mparntwe (Alice Springs) from the age of four, I've grown into a dedicated community leader with a passion for empowering others through education, skills development, and cultural connection.

Every step I take in my career is driven by a deep sense of gratitude. I've been fortunate to grow up in a community that believed in me, supported me, and gave me opportunities to thrive. Now, I'm determined to rise—not just for myself, but for the people who helped shape me.

My journey hasn't been perfect, but it's been powerful. I've learned that real leadership begins with listening, and true success is measured by how many people you lift along the way.

During my schooling in Alice Springs, I moved around frequently to stay on the right path. In 2018, I was awarded the Indigenous Youth Leadership Program (IYLP) Scholarship, which gave me the opportunity to attend Immanuel College, a prestigious private school in Adelaide, South Australia. Moving away to invest in my education was life-changing, not only academically, but also in the friendships and connections I built with other students from regional and remote communities across Australia.

While completing my secondary schooling in Adelaide, I pushed myself beyond my comfort zone. I was selected to join the South Australian Aboriginal Sports Training Academy Netball Academy, where I completed two SACE subjects in my final year. I was also honoured to be voted a 2020 Prefect and served as School Captain, leading with pride and

dignity and setting a strong example for younger Indigenous students.

After graduating, I returned to Alice Springs and began my professional journey in

aquatics. I worked my way from Junior Lifeguard to Senior Lifeguard and later became a qualified AUSTSWIM Swim Instructor. I gained casual employment with Royal Life Saving NT, delivering swimming lessons both in remote communities and throughout the Alice Springs region. In 2025, I expanded my credentials to include Access and Inclusion training, specialising in teaching infants and people with disabilities. With a desire to further my education, I returned to Adelaide to begin a double degree in Business, specialising in Marketing, Tourism, and Event Management. I've since moved back to Alice Springs to be closer to family, continuing my studies online.

In January 2025, I joined Saltbush Social Enterprises as an Indigenous Mentor within the Foundation 2 Future (F2F) Employability Skills Training Program. My strong communication skills, cultural insight, and natural leadership quickly led to my promotion as Course Coordinator, where I now lead the delivery of training and support services to Indigenous jobseekers.

I'm currently undertaking the TAE40122 Certificate IV in Training and Assessment to further enhance my ability to provide high-quality, culturally responsive education.

As I continue to grow professionally, I carry my community with me—in my heart, in my decisions, and in my vision for the future. I'm not just climbing the ladder, I'm building one that others can climb too.



Ellen Haywood

Artwork

TEACHING PEOPLE TO FIND JOBS

This year our Annual Report artwork is a piece of art that was created by one of our Foundation to Future participants, Ellen Haywood.

As part of the program's workshops to encourage artistic practice, Ellen applied her considerable talent to create a number of vibrant acrylic on canvas paintings of her own design. Drawing on her heritage and learning from Ali Curung Art Centre and with innate story telling ability, Ellen creates pieces that share stories of culture and land.

Over almost a decade, Ellen has engaged with Saltbush teams to strengthen her own skills and work ethic, while being proactive in supporting those around her including her four children.

The artwork that Ellen has titled Teaching People to Find Jobs reflects her recent experience with the Foundation to Future team in Alice Springs. The painting depicts people participating in Foundation to Future to gain more skills in preparing themselves for employment that is suitable to the individuals' skills and knowledge and the employer.

Concentric circles in the centre of the painting depict the gathering place, Saltbush Employment

Services. Half circles represent participants, dots represent learning tools and the thin black lines show the mentoring and teaching support provided by Saltbush.

Half circles at the heart of the painting face inwards and change to an outward look as participants progress along their Foundation to Future journey. Feet represent the mentors walking with the participants in their employment journey. Circles with feathering represent the different workplaces that are part of Foundation to Future outcomes.

The background of varied dots represents the county, landscape and vegetation on country.

Ellen Haywood's own journey is a testament to resilience, adaptability, and dedication. From raising a family to contributing to her community through art, kitchen work, and cleaning services, she has demonstrated a strong work ethic and a willingness to grow. Having recently returned to Ali Curung, Ellen looks toward the future remaining committed to expanding her skill set and embracing new opportunities with enthusiasm and perseverance.



Saltbush Social Enterprises

PO Box 277
Parap NT 0804

(08) 7915 7001
info@saltbushnt.org.au

www.saltbushnt.org.au

 /saltbushnt

 @saltbush_nt

WARNING: Aboriginal and Torres Strait Islander readers are warned that the following document may contain images of deceased persons.

In this report, the terms 'Saltbush', 'our business', 'Company', 'organisation', 'we', 'us', 'our' and 'ourselves' refer to SALTBUSH SOCIAL ENTERPRISES LIMITED.

Any use of the term 'Indigenous' should not detract from the respect we show to the unique and diverse cultures of Aboriginal and Torres Strait Islander Territorians. The use of the word 'Aboriginal' should also be read to include both Aboriginal and Torres Strait Islander Territorians.

Saltbush Social Enterprises Limited is a registered not-for-profit organisation.
ABN 50 612 530 079. Registered in Australia. The Saltbush 'tree' device is a registered trademark.