



Bawinanga Aboriginal Corporation

MANINGRIDA



ANNUAL REPORT
2015/2016

Message from the Chairperson



The past few years have been hard for Bawinanga; the Board was worried about the management of the organisation leading up to 2012 and called the Registrar of Indigenous Corporations who then put Bawinanga into Special Administration. After 12 months Korda Mentha were removed by ORIC and Grant Thornton was appointed to do the job. They took another year before it was decided that Bawinanga could continue to operate and in July

2014 Bawinanga came out of Administration. There was another difficult year for management with a number of factors, including fighting between Balanda, resulting in the departure of the first post administration CEO. An Interim CEO was hired between July and December 2015 and he resolved some of these problems.

Despite these difficulties Bawinanga is the fourth largest Aboriginal Corporation in Australia with a turnover of \$34.5 million. We have over 220 Members and employ approximately 200 people, of those over 75% are Binninj. A new Chief Executive Officer was appointed in late December and the organisation is working together again to improve the situation for people living on homelands.

The Board and I believe that Bawinanga will return to the strength we enjoyed in years past. We have developed a new Strategic Plan for Bawinanga which focuses on:

- achieving independence from government funding and progressing self determination
- protecting and preserving country, language and culture for future generations
- increasing service delivery (such as the Tucker Run, health and education) to the residents of homelands
- improving employment opportunities for Binninj people

This year we have:

- recommenced a maintenance program for homeland roads, rubbish tips and airstrips
- recommenced the Tucker Run which delivers food and supplies to homelands
- carried out an extensive buffalo cull
- promoted the work of artists in the region
- continued to educate kids by supporting Learning on Country

I would like to thank the Board of Directors, especially the Independent Members for their efforts during the year.

Board of Directors



Victor Rostron

Chairperson

Language Group: Kune & Kunwinjku

Clan Group: Wurruparn

Homeland: Kalabadodor

Other Roles:

- CDP Supervisor
- NLC Member



Helen Williams

Director

Language Group: Njebbanna

Clan Group: Wurnal

Homeland: Kalbako/Ndjudda/Ngarraku

Other Roles:

- Malabam Health Board
Councillor
- Maningrida Progress Association Committee



Valda Bokmakarry

Director/Secretary

Language Group:

Clan Group:

Homeland:

Other Roles:

- Malabam Health Board
Councillor
- Maningrida Progress Association Committee



Wayne Kala Kala

Director

Language Group: Kune & Rembarrnga

Clan Group: Balngarra

Homeland: Kalabadodor

Other Roles:

Marcus Pascoe was not present when the photographs were taken.



David Jones
Director

Language Group: Njebanna
Clan Group: Dhorridji
Homeland: Maningrida

Other Roles:

- CDP Supervisor



Cindy Jinmarabynana
Director

Language Group: Anbara
Clan Group:
Marraich/Anagawbama

Homeland: Jibena

Other Roles:

- Maningrida College
Councillor
- Maningrida College Language
& Culture Coordinator



Wesley Campion
Director

Language Group:

Rembarrnga

Clan Group: Marlirri

Homeland: Kalabadodor

Other Roles:

- Maningrida Progress
Association Committee
- Balmark Store
Committee



Wally Grimshaw
Non-member
Director

Language: English

Hometown: Sydney, NSW



Matthew Ryan
Interim Director

Language Group: Kune

Clan Group: Wurrpun

Homeland: Kalabadodor

Other Roles:

- NLC Member
- Malabam Health Board
Councillor
- West Arnhem Shire
Council-Councillor



Graham Paterson
Non-member
Director

Language: English

Hometown: Adelaide, S.A

Message from the CEO



Having only been in the position for the past six months I will confine the majority of my comments to that period, suffice to say the past five or six years have been extremely difficult for Bawinanga. There has been a significant loss

of corporate knowledge, no investment in asset maintenance or replacement and recruitment practices have been less than ideal. That said, the Board of Directors and Members are deeply committed to the Corporation and determined to see it perform strongly again, particularly in its core business, supporting people on Homelands.

We are addressing the concerns that arose during or because of the long period of Special Administration while ensuring that the organisation remains financially sound. Bawinanga has a large debt that we are paying a premium interest rate on, this limits our ability to invest or spend self-generated revenue. However we have the funds to repay those debts and plan to commence doing so in 2016/17 while ensuring that we retain a cash surplus to meet any unexpected events.

In the past six months we have:

- replaced a significant proportion of our light vehicle fleet including most of the Djelk Ranger vehicles
- refurbished several residential properties and relocated and fitted out a previously unused accommodation block
- reviewed and archived several storerooms and shipping containers full of files and are focussing on moving to an electronic filing system.
- commenced work building a new website
- commenced negotiating a new Enterprise Agreement that will comply with Modern Awards
- updated old and introduced new policies and procedures
- revitalised our Arts and Culture Division

The Board has developed a Values Charter for the organisation and our recruitment practices are now aimed at people whose values align with those of the organisation.

We have restructured the organisation into seven divisions (see pg.46, 47) to better achieve the goals in the Strategic Plan and following that conducted a review of senior management positions.

Our focus for the coming year will be to:

- bring the diverse operations of the organisation together into a more cohesive unit and promote the capabilities of Bawinanga
- further the establishment of Homeland hubs that will see improved employment opportunities and facilitate increased services in the areas of health and education
- encourage and support the development of family based small enterprises on homelands
- improve the condition of housing and infrastructure on homelands and in Maningrida
- expand on the work of the Djelk Rangers so that they are better able to monitor visitors on the Indigenous Protected Area
- improve the capability of the Arts and Cultural Division to meet its goals of assisting artists and protecting and preserving culture and language

I would like to thank the Board of Directors and Members of Bawinanga for their support over the past six months. I would especially like to thank the staff for their hard work, dedication and commitment to Bawinanga which many of them have maintained through some very difficult times.

Bawinanga is in a strong position and moving forward to meet the aspirations of its Members.

ABOUT Bawinanga Aboriginal Corporation



Bawinanga Aboriginal Corporation is a large and complex regional community development organisation originally established in 1979 to provide services to homelands in the Maningrida region. We now provide housing maintenance, municipal and essential services to 32 homelands with over 100 houses and a range of other infrastructure including schools and women's centres.

Bawinanga also administers over 25 grants and manages a suite of businesses and programs including Housing, Civil Works, Essential Services, the Djelk Rangers, Maningrida Arts and Culture, the Djomi Museum, the Babbarra Women's Centre, Barlmarrk Supermarket, Fuel Supplies, Mechanical Workshops, Good Food Kitchen, Outdoor Supplies, Night Patrol, the Community Development Program and Money Management Services.

Bawinanga is governed by a Board of Directors who are elected by corporation members every two years. Bawinanga enacts policies developed at the executive level through the leadership of the Chief Executive Officer and the Senior Management Team.

Bawinanga's mission is to improve the lifestyle of people on homelands by caring for country, preserving language and culture through the delivery of services to improve housing, health, education and roads.

Bawinanga is a values based organisation with an emphasis on: Respect for Culture, Country and each other, Accountability, Teamwork, Continuous Improvement and Open and Honest Communication. These are principles and behaviours we display when working together.

Map of the homelands region



CONTENTS

Arts and Culture Page 12-15

Babbarra Women's Centre Page 16-17

Djelk Rangers Page 18-21

Community Services

- Night Patrol Page 22-23
- Money Management Page 24-25
- Community Development
Program (CDP) Page 26-29
- Remote School Attendance
Service (RSAS) Page 30-31

Retail Page 32-33

- Barlmarrk
- Tucker run
- Fuel
- Motor Vehicle parts
- Tyre Service
- Recycle Yard
- Outdoor Store

Housing & Homelands Page 34-35

Civil & Mechanical Page 36-37

- Road Works
- Mechanical Workshops



Djel



Maningrida Arts and Culture



Arts and Culture Division

Towards the end of this financial year Bawinanga restructured the corporation and in that process brought all the arts and cultural areas - Maningrida Arts & Culture, Babbarra Women's Centre, The Djomi Museum and WiWa music and media – into one division and created a new General Manager position to oversee the group.

An arts and cultural sub-committee of the Bawinanga Board was approved late in the financial year and comprised of two members of the Bawinanga Board of directors, senior artists and cultural leaders from six of the language groups and a young member.

Each area has a manager or director and staff are made up of Ministry for the Arts – Indigenous Visual Arts Industry Strategy (IVAIS) funded positions and Community Development Program (CDP) participants on related activities.



**Babbarra textiles as part of the
Tarnanthi Textiles exhibition**



**Deborah Wurrkidj at 'Common
Threads' exhibition opening in
Cairns with her 'Yawk Yawk' de-
sign**

In this financial year:

Maningrida Arts and Culture (MAC) participated in marketing and promotional activities including the Darwin Aboriginal Art Fair in August and a market event associated with the Tarnanthi Contemporary Aboriginal and Torres Strait Islander Art Festival in Adelaide in September.

An arts consultant worked at MAC from November 2015 – March 2016 resulting in three entries into the Telstra National Aboriginal and Torres Strait Islander art Awards and several exhibition opportunities including:

- Aboriginal Signature Estrangin Fine Art, Brussels
- JGM Art, London
- an exhibition of works by Owen Yalandja, Jacky Nawilil and Bob Burruwal was at Annandale Galleries, Sydney

The Director and two curators of the Museum of Contemporary Art (MCA) and two curators from the Art Gallery of South Australia (AGSA) visited John Mawurndjul in May to commence planning for his retrospective exhibitions in 2018 at the MCA and AGSA.

Outback Spirit Tours commenced their tours of the art centre, Djomi Museum and Babbarra Women's Centre three days per week for six tours at the beginning of the dry season.

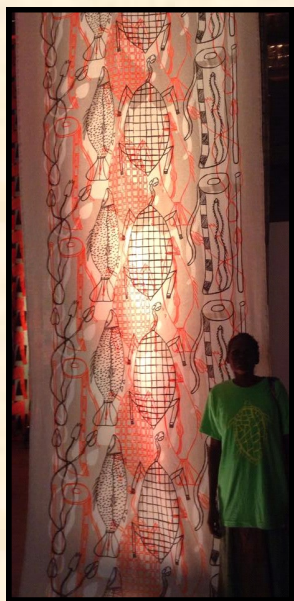
A consultant commenced as an IVAIS funded professional development and training worker for the seven IVAIS funded Aboriginal Art workers to provide a range of training and mentoring in: workplace set up and operations, job descriptions and position reviews, tourism training, S.A.M database training, arts administration, customer service and sales, ordering, freight and packaging. The consultant will visit MAC each quarter to develop, implement and evaluate a training and professional development program.

Djomi Museum – The museum received a NT Government Department of Infrastructure Grant to undertake essential renovations in the museum. Burarra man Peter Danadja was appointed to the position of Djomi Museum Director. The museum was a highlight in the new Outback Spirit Tour program.

Wiwa Music and Media – Plans are in place to grow the music and media space in the next financial year with a locally employed manager.

Babbarra Women's Centre – Babbarra Women's Centre is a social enterprise supporting the livelihoods of Indigenous women from the Maningrida region. Babbarra represents women from diverse language groups and homelands across Western Arnhem Land, and is one of the oldest Indigenous textile art centres operating in Australia. The women at Babbarra produce lino and screen printed fabrics, as well as hand sewn garments.

Babbarra Women's Centre Exhibitions



Jennifer Wurrkidj at
'Common Threads' exhibition
opening in Cairns with her
'Waterlilies, Fish and Turtle'

Babbarra was involved in a number of exhibitions during the year, nationally and internationally. Some highlights include the 'Common Threads' exhibition at The Tanks gallery in Cairns with artists Deborah Wurrkidj and Jennifer Wurrkidj attending the opening night. Babbarra artists also exhibited as part of 'Tarnanthi Textiles', curated at Andanya in Adelaide for the Tarnanthi Festival of Contemporary Aboriginal & Torres Strait Islander Art.

Internationally our fabric was well received in Macao and Shanghai as part of 'New nature tradition and transformation in the art of Australia, New Zealand and the Pacific', creating strong international networks for the future. All of our exhibitions contributed to sales through greater exposure of our work and continued to grow Babbarra's reputation for high quality designs and artistry.

Several arts and professional development opportunities were embraced by Babbarra women in the past year. Deborah Wurrkidj took part in a week long residency in Sydney at Publisher Textiles under the tutelage of expert designers, as well as a lino printing masterclass at Daly River. Three artists attended Darwin Aboriginal Art Fair (DAAF) in 2015, running a stall as well as conducting a public lino tiling workshop. Raylene Bonson graduated from, and Jennifer Wurrkidj enrolled in, the ANKA art worker extension programme (AWEP), which has supported both women to attend arts development workshops in Canberra, Melbourne and Darwin.

We have also commenced a process of digitising acetates and original drawings, to ensure all Babbarra designs are secure for years to come.



In 2016 Babbarra Women's Centre management worked on refining the printing and design royalty payment system to ensure the women are adequately compensated for their work. We also opened our doors to tourist groups as part of the Outback Spirit Tours, which resulted in more community based sales and additional exposure.

There is an ongoing need for greater financial security at Babbarra Women's Centre and various options for additional resourcing have been explored. Applications to ABA, Westpac Scale-up grants and ANKA have been made, however securing a steady source of financial support for Babbarra will be key in ensuring long-term sustainability and security.

DJELK RANGERS

Working On Country Photo Competition

The Djelk woman rangers received first price in the 2016 Working on Country Photography (WOC) Competition. The biennial competition is a celebration of the 170 Indigenous land and sea management groups working to protect 60 million hectares of Australia's natural and cultural assets. Over 250 fantastic photos from Indigenous ranger and Indigenous Protected Areas groups across Australia were entered this year.

The Djelk woman rangers were invited to Canberra to attend the WOC Award Ceremony and exhibition launch at the Australian National Botanic Gardens. Over 60 delegates from the Department of Prime Minister and Cabinet attended and the Djelk rangers had an opportunity to share their stories and experiences as Indigenous rangers in the Northern Territory. The rangers then travelled to Tidbinbilla Nature Reserve to meet and share knowledge with Indigenous rangers from the Canberra region.



The winning photograph

Presentation ceremony in Canberra



Learning On Country (LOC) Camp

The Djelk rangers supported two LOC camp activities this year.

Senior LOC Camp

Seven Djelk rangers travelled to Rocky Point to support the Senior LOC students on a week long Conservation and Land Management training camp. The Djelk rangers supported the following activities:

- Weed survey – identification
- Setting up camera traps
- Chainsaw maintenance
- Cyber tracker data collection

Solar Setup Weed Survey

Djelk rangers were engaged by the Power and Water Corporation's Indigenous Essential Services Department to support the NT Solar Setup Project. The Rangers successfully completed a comprehensive weed survey of a 4.1 ha bushland clearing area for the deployment of Maningrida's penetration renewable energy system. The objective of the weed survey was to; determine the identity of weeds within the proposed solar site, their behaviours and distribution. The Djelk rangers used this project as an opportunity to work alongside the LOC students to transfer weed identification knowledge and cyber tracker data collection and surveying skills.

Conference Presence

East Arnhem Ranger Conference

Djelk was invited to participate and present at the East Arnhem Ranger Conference. The forum provided ranger groups the opportunity to discuss issues facing Indigenous rangers in the top end, learn best practise land and sea management skills and tools, and network with a variety of independent and government organisations with existing successful partnerships.

Training

This year the Djelk rangers have been busy completing a variety of training activities to increase skills and opportunities for career progression and increase employability in future land or sea fee-for-service contracts. The following training was successfully completed:

- Firearms – Category A & B
- Off Road 4WD
- Remote First Aid
- Certificate III in Compliance
- Chainsaw Operation and Maintenance

Fire Management - Fire Abatement Program West Arnhem Fire Abatement Conference (WAFA)

As part of WAFA's early dry season forum at Emu Springs, Djelk was invited to join 10 Indigenous Ranger groups to discuss the best practise fire management techniques and network for opportunities to work together on neighbouring Indigenous Protected Areas (IPA).

Dry Season Prescribed Burning

This year Djelk completed 22 days of early dry season prescribed burning activities on WAFA 1, WAFA 2 and the Djelk IPA Area. Prescribed burning activities involved aerial burning and on ground burning activities. Please refer to Figure 1 for the EDS prescribed burning activities map. Due to a successful EDS fire regime, no significant wild-fires have occurred this year. Please refer to Figure 2 for the late dry season fire suppression activity map.

Figure 1. Djelk managed burning activities.



Figure 2: Djelk fire suppression activities

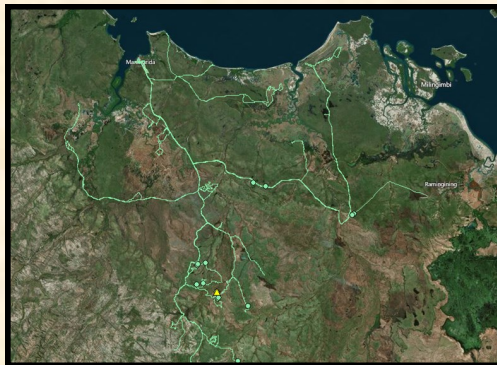
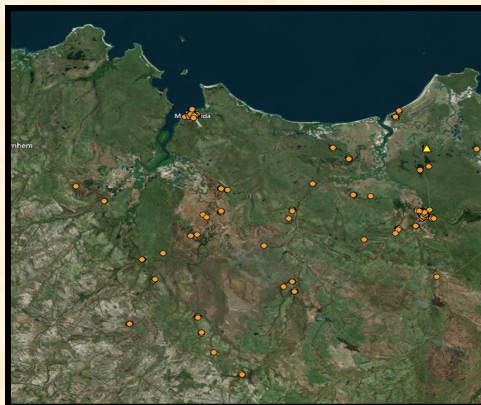


Figure 3. Weed survey and treatment within Djelk IPA

Weed Management

The Djelk rangers completed 100 field days to service the 32 homelands within Djelk's IPA on weed management activities.



Crocodile Management

Crocodile Hatchery Program

Djelk rangers collected 1810 crocodile eggs this year, with over 100 crocodile hatchlings successfully placed in Djelk's grow out tank. Unfortunately due to numerous events of vandalism and break-ins at the Djelk ranger facility, approximately 50 crocodile hatchlings died in the grow-out tanks.

Problem Crocodile Permit Program

As part of the Djelk's Problem Crocodile Program, eight crocodiles were captured in Djelk's IPA area this year. Please refer to Table 1 for details of captured crocodiles.

Table1: Problem Crocodile Management Data

Date	Size	Location (Homelands)
Feb 2016	3-4m	Maningrida
August 2016	2-3m	Buluhkaduru
Sept 2016	3-4 m	Kumurrulu
Sept 2016	3-4 m	Mandebjkadjang
Sept 2016	>4m	Cadell River
Sept 2015	3-4 m	Wurdeja
Sept 2015	2-3m	Cadell River
Oct 2016	3-4 m	Mandebjkadjang

Sea Management

Sea Patrols

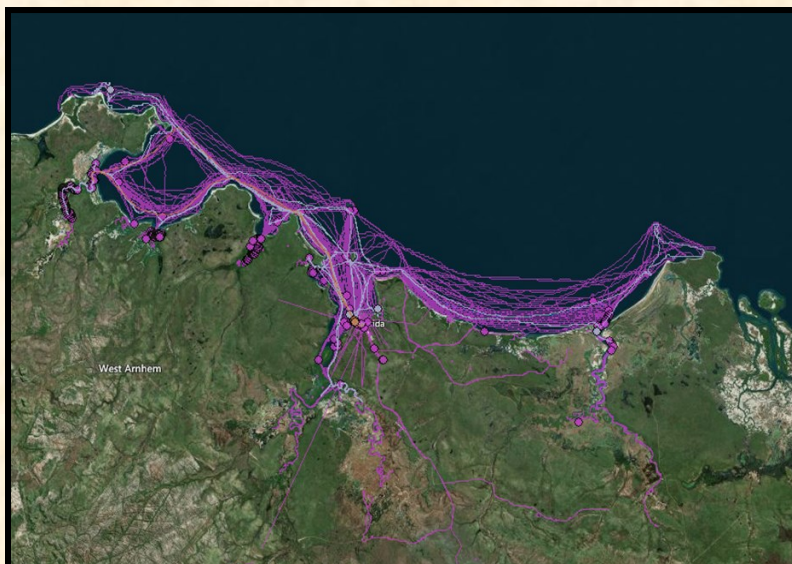
The Djelk Sea Rangers have completed 200 km's of coastline patrols and 100 km's of estuary patrols in the Djelk IPA area this year. The following surveys were completed:

- 72 patrols as part of the fee for service contract with Australian Border Force, please refer to Figure 5
- Three Barramundi research surveys for NT Fisheries

As a result of these patrols, the Djelk Sea Rangers have been responsible for four successful convictions. These convictions were breaches against the following:

- Aboriginal Land Right Act
- Fire Arms Act
- NT Aboriginal Sacred Site Act (closure line breaches)

Figure 5: 2015/2016 Australian Border Force Patrol





ANINDILYAKWA



GARMA CONFERENCE



ANINDILYAKWA



GARMA CONFERENCE



SEA RANGERS



WOC PHOTO COMPETITION



FIRST AID TRAINING

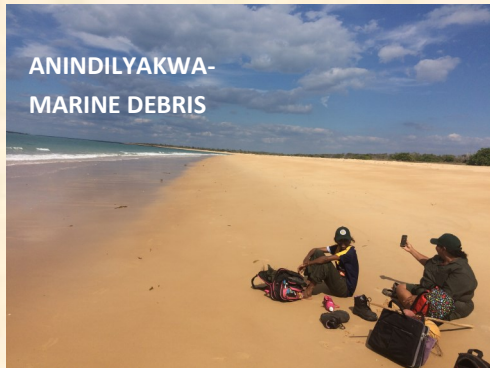
Sharing Traditional Knowledge on Country with Djelk Woman Rangers

Tina Yeganeh, Djelk Rangers
Bawinanga Aboriginal Corporation, NT

'Leila Nimbada is a Traditional Owner and a powerful advocate for strengthening horticulture and land conservation knowledge in her community. She was instrumental in establishing Maningrida's first native nursery in 1989 and in 2002 become Djelk's first woman ranger. Working closely with Leila, the Djelk Woman Rangers have established a program to develop the skills and knowledge required to identify, collect and propagate native plants for use in future land regeneration work and commercial enterprises. This initiative aims to give women in the Maningrida region an opportunity to share and capture traditional knowledge for future generations.'

L. R. Patricia Gibson, Beslina Wood, Leila Nimbada and Felina Campion. Plants: Pandanus spiralis, Australian paper daisy, bangyan vines, Livistona palm, Pogonolobus reticulatus (yellow dye), Dracaena

WOC PHOTO COMPETITION



ANINDILYAKWA-
MARINE DEBRIS



BUFFALO POST MORTEM



FIRE MANAGEMENT



FIREARM TRAINING



CROC HATCHLING PROGRAM



4WD TRAINING



ANINDILYAKWA-
MARINE DEBRIS



LEARNING ON COUNTRY

Housing & Homelands

Housing and Homelands provides housing repairs and maintenance and delivers municipal and essential services to 32 homelands in the Maningrida region. Along with the Tucker Run, the Djelk Rangers and Maningrida Arts and Culture it is part of our core business. In late 2015 just before the rains came a new deck was completed for a four bedroom house at Malynjangarnak.

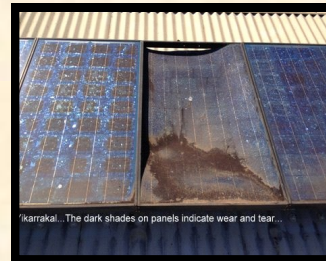
In preparation for the last wet season we relocated a container to Garmadi to store a motor vehicle & replacement parts in case of emergency call outs. We hope to make this an annual occurrence.

With the aid of Special Purpose Funding Grants we were able to upgrade the water line at Ji-Malawa, replace the generator at Gochan Jinny-Jirra (Cadell) & replace the deck on the water tank stand at Na-barla Ki-nindawabba (Rocky Point). We were also lucky enough to receive funding for the purchase of a 2.5 tonne excavator to assist us with relocating toilets and running water lines.

Earlier this year, a new solar system was installed at Ankabadbirri.

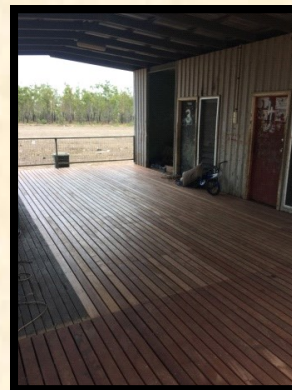


Many of the solar systems on the homelands are very old and the equipment is no longer available. As a result, when a part breaks the complete system requires replacing. During the year we have installed new solar panels at four houses in Kolorbidahdah, Mewirnbil, Yikarrakkal and Milmilngkan. Remaining work is expected to be completed before the wet season. One complete new system was replaced at Yilan. Slowly but surely we will get through to all the homelands, firstly concentrating on those which are permanently occupied, then those that would be occupied despite the fact that there is no power source.



New bore pumps were connected to Gorrong Gorrong, Na-barla Ki-nindawabba & Kakodbadbuldi. This year we fitted water tank level indicators at Ankabadbirri, Djinkarr, Cadell, Ji-albal, Ji-Bena, Ji-Malawa, Ji-Marda, Kumurrulu, Wurdeja & Yilan to help identify low water levels before the tanks run dry. The Kumurrulu bore was fenced and others are planned for next year.

Throughout the year we have been progressively renovating our staff houses. The replacement of the Djinkarr tent, which burnt down some time ago was also an achievement for a group of workers who are a part of the CDP program. They were assisted by the recently employed builder.



CIVIL & MECHANICAL

The Civil Works team is an essential part of Bawinanga's operations. Opening the roads after the wet season and keeping them in reasonable condition is vital for residents of homelands, the Djelk Rangers and Maningrida Arts and Culture. Roads in poor or impassable conditions pose a danger to people and destroy cars, as well as restrict access to essential services. In 2015/16 the Civil Works team, under contract to the Northern Territory Government, completed maintenance grades on the Coburg Peninsula and the Maningrida to Ramingining Road.

A new three year contract, for the maintenance of roads around Maningrida and on the Coburg Peninsula, with the Northern Territory Government commenced operating in October 2015. Towards the end of the financial year, a new Civil and Mechanical General Manager was appointed. Their focus will be to build and supervise a sustainable road crew to complete contracted work for the Department of Infrastructure as well as the grading of homeland roads, maintaining airstrips and rubbish dumps.




Road crew bush camp on Coburg Peninsular

Heavy equipment used in the maintenance of roads in Maningrida region



Side-tipper used for carting gravel and other materials to repair roads

Night Patrol



Night Patrol has been busy working with people at risk in Maningrida to reduce the possibility of harm occurring to themselves and/or others.

We have coordinated meetings and networked with various organisations in the community including Police, Greats Youth Services, Malabam - Alcohol and Other Drugs program and the Remote School Attendance program to better tackle troubled youth. We are also involved in activities that will promote the service that Night Patrol offers.

The Team have helped with patrolling and crowd control of events including:

- Ramingining Footy Preliminary Final & Grand Final 18th June 2016
- Maningrida Footy Grand Final 25th June 2016
- Territory Day July 1st

During the year our team members started on their certificate III Community safety course. Charles Darwin University came out to the community to deliver the training and will continue to do so until April 2017. By then all the workers should have completed the required modules.

In 2016/17 further training will take place with the Night Patrol team to do a one day Cyber bullying course as it is a big issue within the community.



Night Patrol Manager Manuel talking to Great Youth Service, Night Patrol and Alcohol and Other Drugs (AOD) staff

An incident attended by Night Patrol



Pic: Selwyn , John and Evelyn



Money Management



Bawinanga Money Management service (MMS) supports and encourages clients to take back control of their finances.

Our team of 4 Financial Capability workers and a Financial Counsellor help clients in financial difficulty face their financial problems, make informed choices and build their capacity to manage their own finances.

We advocate and refer our clients to other service providers like Centrelink, North Australian Aboriginal Justice Association, Bachelor Institute of Indigenous Tertiary Education, tax agents, the Financial Ombudsman and financial institutions.

Tax time is very busy for Money Management. This year we've helped our clients create MyGov accounts so they can link to the Australian Taxation Office and complete their tax return, update their outstanding tax returns and locate their Superannuation accounts. MyGov is a useful tool which provides online access to government services like Centrelink and Medicare.

Visiting homelands with Bawinanga Tucker Run is a highlight for our MMS team. We're able to listen and respond to the needs of Homeland clients while helping with the shopping.

MMS helps many clients apply for birth and death certificates, Medicare cards, Department of Human Services Pensioner Concession health cards, Northern Territory Driver licenses, bank cards and Centrelink income statements. These documents are used to prove identification and to access services. Our clients enjoy learning how to use computers, their mobile phones, iPads and the internet to access information and services. Internet banking is a vital service when you live in remote communities.

Community Development Program

The Community Development Program (CDP) was introduced in July 2015 to implement reforms to the Remote Jobs and Communities program (RJCP) which had largely replaced the Community Development Employment Program (CDEP) in 2013. At the core of the CDP is a Work For The Dole framework that requires most participants to undertake five hours each day, five days a week of work-like activity or training.

Some early difficulties coming to terms with a more complex compliance framework and a reporting system that is not user friendly, resulted in two breach notices being issued to Bawinanga. With some assistance from external consultants those difficulties have been largely overcome and Bawinanga is receiving more positive feedback from the Department of Prime Minister and Cabinet.

The Bawinanga Board believes that the program requires some further reforms to address concerns about the impact that a Work For the Dole policy and stricter compliance framework is having on income support for struggling families.

The program has a caseload of approximately 800 clients of which about 600 are expected to be in daily activities. The staff developed and ran a total of 28 activities throughout the year. Three of these were specifically tailored activities developed to meet the identified needs of a participant and the host.

MOU's were set up with the following entities:

- ***Maningrida Arts and Culture Centre*** – this led to two participants being moved to paid employment.
- ***Great Youth Service*** (specific to one participant with a disability) – current discussions about this becoming a paid part time opportunity for the participant.
- ***Barlmark Supermarket*** – up to 10 referrals with the opportunity to move into paid positions should a vacancy become available.



Other CDP Activities:

Babbarra Women's Centre – An opportunity for participants to work with experienced artists to acquire a range of skills including designing and printing on fabric, sewing, painting and weaving. The participants regularly visit homelands to source natural materials. Products made at the centre are available for purchase in the adjoining shop which is frequented by visiting tourist groups.

Maningrida Nursery – Undertakes the propagation of locally sourced plants and trees, sources bush medicine, installs irrigation and establishes and maintains a gardens in the community.

Wellbeing Program – The focus of this activity was general personal and home health and wellbeing, along with addressing non vocational activities such as self esteem and low motivation.

Beautification of Maningrida – This is a community wide activity with 13 individual crews working to undertake rubbish removal, cleaning of yards and around local businesses, lawn mowing and general repairs and maintenance. The feedback from the community in regard to the increased tidiness of the community and its surrounding areas has been very positive.

Fencing – Installation of new fencing and general fencing repairs and maintenance across Maningrida and the homelands.

YeYa Workshop – This activity involves training and teaching job seekers to gain skills in identifying and repairing problems with lawn mowers, whipper snippers and related small engines. It uses spare parts from broken equipment to rebuild existing equipment for use in activities.

Housing – The activity had a small team who worked with Bawinanga Housing and Homelands to undertake general repairs and maintenance across Bawinanga properties in town and across the homelands. This position has generated two permanent paid employment opportunities for the participants.

WiWa – The WiWa program brings together participants and the community who are interested in learning about music production, film and performance. The program gives individuals the opportunity to record both music and the stories of families, homelands and the community. The team has also learnt how to care and maintain musical equipment to ensure a longer lifespan.

Bawinanga car recycling – One of the smaller activities with space for five people. Participants in this activity are stripping abandoned or scrapped vehicles, sorting and storing vehicle parts as well as disassembling other machinery and cleaning scrap metal for recycling.

Homelands – This activity is focused on providing support to homeland crews who work to remove rubbish, mow lawns, clean yards and other areas around the homelands. They also carry out general repairs and maintenance and establish space for community gardens.

By June 2016 both CDP activities and participation rates had grown substantially from where they were in the previous six months. CDP are anticipating that for the coming year there will be further increases in both the number and range of activities available and an improvement in participation rates across the community.

Remote School Attendance Strategy



The Remote School Attendance Strategy (RSAS) activity and action plans are on track. Staff morale is high and we continue to build positive relationships with families in our community. The RSAS team are focused, dedicated and passionate about the role they play in children's lives and the service they deliver in supporting students to get to school.

Daily bus runs to and from school and follow up visits to families of non or low attending students are things we do every day. On Fridays RSAS provides a hot pancake breakfast for all students at school which is well received. We work with the families in First Teachers program at the pre school on Thursdays presenting awards to high attenders with a view to building strong relations between families and RSAS in their transition from preschool to school. We present high and improved attendance awards to students on Fridays at the school assembly.

RSAS has weekly formal meetings with the engagement officer at school and regular meetings with Night Patrol staff and Coordinators to share relevant information regarding students.

Team building has been a priority for us this year and saw us taking a trip to Rocky point with staff and their children to share cultural activities and a BBQ which was thoroughly enjoyed by all. Depending on each other to support the daily commitments of the program is necessary considering the team was reduced in size considerably in July this year as a result of funding cuts.

In the past RSAS has not had a strong relationship with the Youth Centre and we are building on that by being more involved in their activities. We are also working closely with Truancy Officers during their monthly home visits.

RSAS received additional funding from Malabam's Stronger Communities for children which will be used for incentives for both students and RSAS staff. It will also be used for the purchasing of much needed equipment.



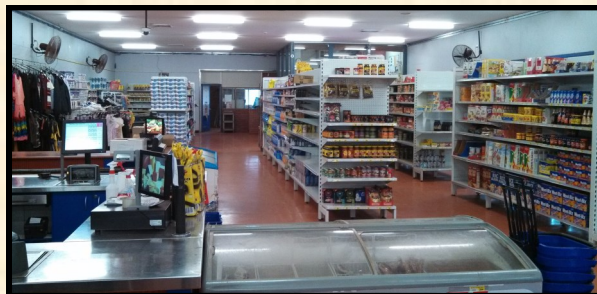
Retail Services

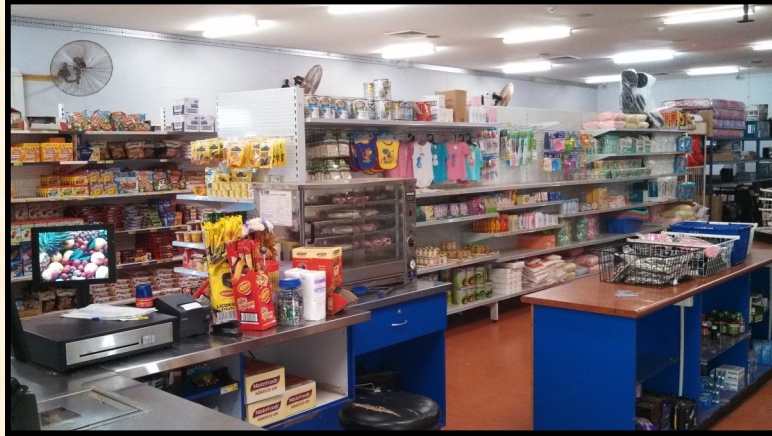
Barlmarkk Supermarket — The supermarket is the main commercial enterprise operated by Bawinanga. This year has seen a decline in the sales growth experienced in previous years. Although no independent research has been carried out, anecdotal evidence suggests that it may be due in part to the implementation of the Australian Government's 'work for the dole' program.

The Tucker Run — Following several years of inactivity the Tucker Run is now in operation. It delivers food and other supplies to homelands in the region over 2 days each week and is one of the cornerstones of Bawinanga's homelands service activities.

Fuel management — The integration of a fuel management records into a cloud based system has allowed us to get better reporting and more efficient ordering of fuel stocks for both the garage and airport. It has also allowed us to pass on savings to customers by reducing the bowser price.

Spare Parts Store — The Spare Parts Store implemented a new computer program in December 2015, it has seen steady growth in turnover and is providing an essential service to the community. Mechanical services, although restricted by staff shortages for most of the year, also supply essential services to the community.





Tyre service — The tyre repair/replacement service is part of the mechanical workshop, it provides employment for up to three staff and is an essential service to residents and visitors in Maningrida.

Recycle yard — The recycle yard recommenced operations this year with a Supervisor and several CDP participants. They have dismantled some 12 cars in three months and are currently in training to operate the Isuzu Tilt tray truck purchased as a dual purpose resource for the Mud Brick factory and workshops.

Mud Brick Factory — The delivery of the mud brick factory has been considerably delayed but over the last six months we have seen some significant steps forward. Construction of the new shed and amenities room have been commenced and the plant is expected to be finalised and shipped to Maningrida in early 2017.

Dale Pascoe, the Outdoor Store Supervisor at work



Motor Vehicle Parts Shop



CORPORATE SERVICES



The Corporate Services Team looks after the organisation's information and communications technology, finances and human resources so that equipment, funds and staff are available when required for the delivery of services. Like the rest of the organisation, 2015/16 has been a time where the Corporate Services Team has worked hard to try and improve how we operate. It has not been easy as there is a lot of work to do. Our income is not rising at the same level as expenditure which will mean smaller surpluses and less financial resources available to provide our services. Many of our assets including motor vehicles, workshop machinery and computers are in constant need of repair and there are no funds to replace them. Some of our buildings require major renovations and we do not have enough accommodation for our staff. Staff recruitment has also been demanding with suitable new staff difficult to find and often taking many months for recruitment processes to be finalised.



These challenges will have to be managed over the coming years. The Corporate Services Team has commenced this work by reviewing many of Bawinanga's policies and procedures and introducing new processes to assist staff in their work.

A review of how the Finance Team operates has commenced and will be completed in the 2016/17 year with the introduction of new accounting software and a new team structure.

In 2015/16 many of the Human Resource processes were reviewed and a consultant was engaged to draft position descriptions for all senior and middle management positions. New employment contracts were drafted and the human resources electronic filing system reorganised.

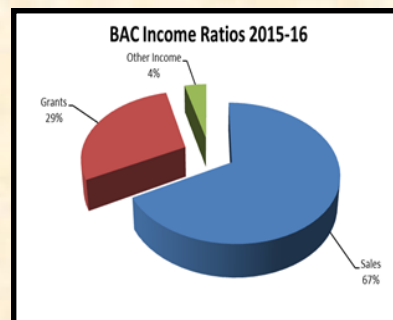
Our information technology and communications infrastructure is also in need of urgent review and revitalisation and this work will be undertaken in the coming year.

FINANCIAL SUMMARY

In 2015-16, Bawinanga Aboriginal Corporation achieved an operating surplus of \$1.2m. Income totalled \$29.7m with expenditure totalling \$28.5m. Sales income at \$19.9m was the largest income item and represented 67% of total income. Grants at 29% of total income were the next largest income category. Employee expenses at \$10m represented 35% of total expenditure, with the cost of goods sold at \$7.7m, representing 27% of total expenses.

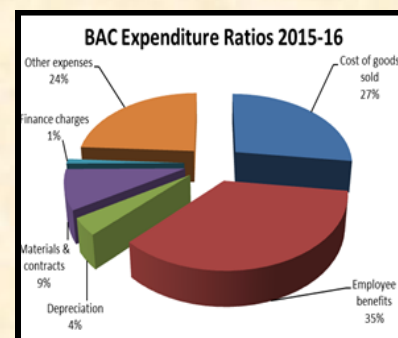
Bawinanga Aboriginal Corporation Income Statement

	2016	2015
	\$	\$
Income		
Sales	19,902,437	16,631,107
Grants	8,568,998	16,079,714
Other Income	1,180,743	1,836,879
Total Income	29,652,178	34,547,700



Expenses

Cost of goods sold	7,718,031	9,037,924
Employee benefits	10,011,572	13,469,424
Depreciation	1,078,275	1,174,711
Materials & contracts	2,526,402	1,745,995
Finance charges	299,789	315,805
Other expenses	6,858,286	6,908,893
Total expenses	28,492,355	32,652,752
Net surplus	1,159,823	1,894,948

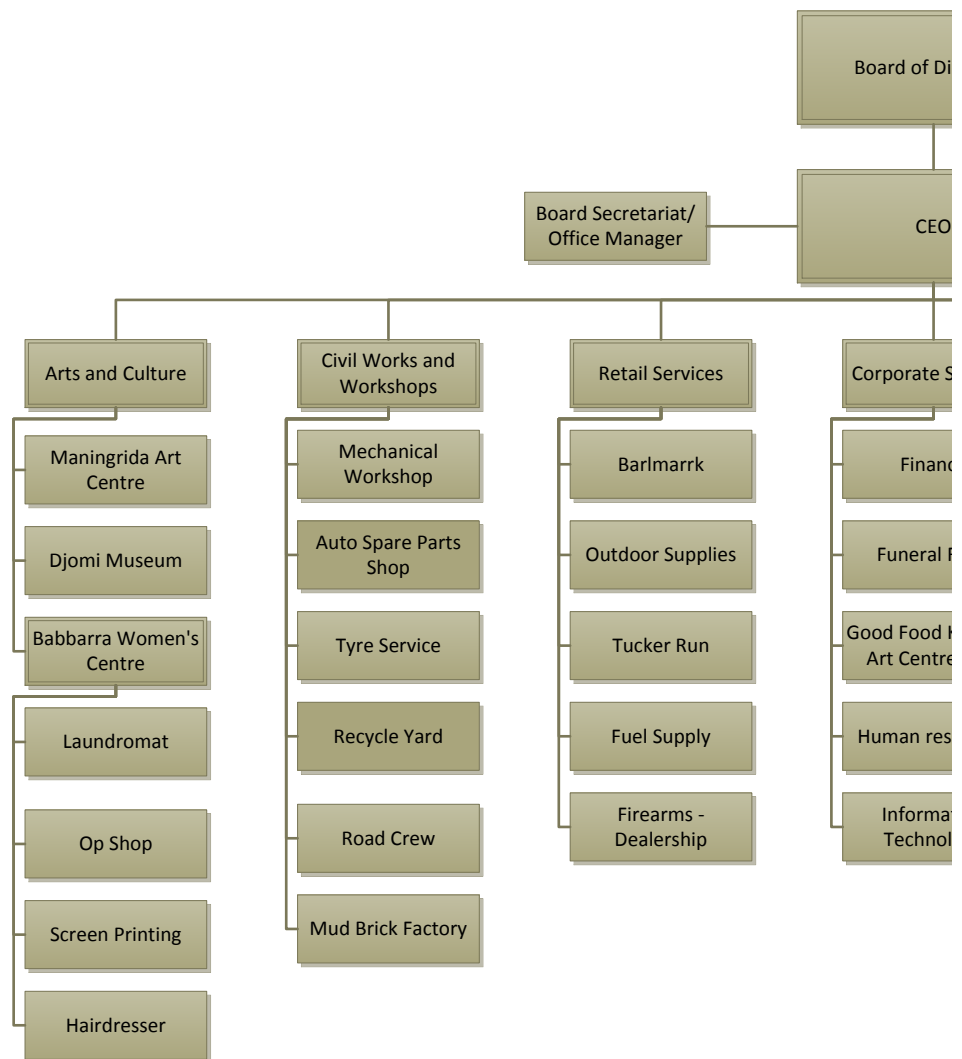


With \$8.5m of cash in bank accounts, the organisation remains in a strong financial position and is able to meet all debts as of the 30th of June 2016. The organisation's major assets totalled \$4.3m and major liabilities include a loan from the Maningrida Progress Association of \$3.5m.

**Bawinanga Aboriginal Corporation
Statement of Financial Position**

	2016	2015
	\$	\$
Assets		
Cash at bank	8,537,187	11,429,850
Accounts receivable	661,676	1,146,006
Inventories	2,084,722	1,606,197
Other current assets	89,538	488,255
Property, plant & equipment	4,346,585	4,070,034
Total assets	<u>15,719,708</u>	<u>18,740,342</u>
Liabilities		
Accounts payable	2,355,313	4,216,998
Grant liabilities	951,134	2,753,060
Borrowings	3,500,000	3,596,949
Provisions	458,629	627,177
Total liabilities	<u>7,265,076</u>	<u>11,194,184</u>
Net Assets	<u><u>8,454,632</u></u>	<u><u>7,546,158</u></u>
Accumulated Funds	<u><u>8,454,632</u></u>	<u><u>7,546,158</u></u>

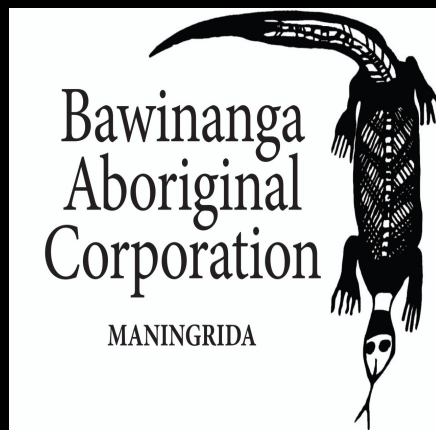
BAWINANGA ABORIGINE Organisation



Our Vision: Safe Proud People Connected to Country Through Song Lines.

Our Mission: To improve the lifestyle of people on Homelands by caring for country, preserving language and culture through delivery of services for housing, health, roads and education.

Our Values: Team Work | Open and Honest
Communication | Respect | Accountability | Continuous Improvement



ANNUAL REPORT 2015/2016

www.bawinanga.com

Phone: 08 89796555