



Twofold Aboriginal Corporation

STRATEGIC PLAN

February 2016

2019 REVIEW

Authorisation

Name	Les Kosez Melissa Moore
Signature of Board of Directors member	
Position of Board of Directors member	Chairperson
Date of approval by the Board of Directors	

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1 INTRODUCTION

Strategic planning is a vital component of running a business. It sets the long term directions for the organisation as a whole.

1.1 About This Plan

This plan has been developed as a tool for the Twofold Board and Management to think about where we want to be in 10 years, and how we plan to get there.

This plan will guide the development of each annual Business Plans that gives clear direction for the year of what needs to be done.

1.2 Our Vision

To create an inclusive place where Aboriginal people of the Twofold Bay Region are proud of our heritage and are part of the local economy, and to end the cycle of poverty in our community to create a real future for our children.

1.3 Our Mission

Twofold Aboriginal Corporation exists to provide the best possible services and support to enhance the lives of the Aboriginal Community members residing in the Twofold Bay region. Through our actions, we aim to reduce poverty, increase understanding and respect for Our culture, and help the disabled, frail and aged remain living within the community and contributing to it.

1.4 What We Do

To fulfil our mission, Twofold undertakes a number of activities which are detailed here.

1.4.1 Housing

Twofold currently has 10 three and four bedroom houses that are available for rent to Aboriginal community members who are low income earners. These houses are available at below market rent for this purpose.

Twofold aims to review housing needs of the Aboriginal community and increase the numbers and types of accommodation available over time to meet these needs.

Now manage 21 houses, 10 owned, 5 for AHO, 6 for BegaLALC and potentially 9 more for EdenLALC. Registered Aboriginal Community Housing Provider looking to register under NRSCH

1.4.2 Aged and Disability Care

Twofold has funding agreements to June 2018 to provide aged and disability care under the Commonwealth Home Support Program (CHSP) and the State funded Community Care Supports Program (CCSP). Twofold also has ongoing funding for 10 Commonwealth Home Care Packages. We are now also registered for the NDIS and are now entering this space

Twofold aims to continue operating these programs well into the future to service the needs of the community in a culturally appropriate manner.

CHSP now extended to 2022, now manage 23 HCP packages and growing, entering NDIS space (transitioned from CCSP)

1.4.3 Management of Jigamy

Jigamy has had many uses over time and is currently used for the following activities:

- Twofold management office
- The Keeping Place including ELALC office and archives
- Camping
- AJN Oysters
- Art Studios
- Workshop
- Community Garden

Twofold aims to develop substantial additional activities at Jigamy which will increase the usage of the property.

Giiyong Festival, Art studios, campground development, cultural immersion programs, cultural awareness training, bush tucker, etc. etc.

1.4.4 Businesses

Twofold undertakes business activities in order to generate income and provide employment for local Aboriginal people. These activities currently include:

- Mundabaa Constructions - Building construction and maintenance work

Now \$1M+ operation. Licenced, MBA member, growing rapidly

- Shed rentals in Government Road Eden and at Jigamy

Just got rid of 1 tenant and setting shed up as base for Mundabaa

- Mattress recycling and other operations for the Bega Valley Shire Council

Currently in negotiations with potential new partner to offer complete recycling service. Unknown future at this stage

- Jaanda Solutions – we are now entering the IT space with this new development

Dead end at this stage. Local company incompetent. Exploring whether this is something the community desires or not.

Twofold aims to increase its business interests over time to improve income levels and employment outcomes.

1.4.5 Employment Opportunities

Twofold is an employer of Aboriginal people through its own activities and business interests. We aim to increase employment opportunities within the organisation over time.

Very successful here, VTEC partnership, training centre development, host regional employment forums etc..

We also aim to improve employment opportunities for Aboriginal people by proactively encouraging employment through our suppliers and other businesses and trades people that undertake work on our behalf.

Successful here also

1.5 Organisational History

Twofold Aboriginal Corporation (Twofold) became incorporated in 1979, and was created as a not for profit organisation to enhance the living conditions of the Aboriginal people of the Twofold Bay region. Possession of Jigamy Farm was formally granted in 1986 by the Aboriginal Development Commission to assist with the creation of training and employment opportunities for the local Aboriginal Community. The community has been using the property since 1977 when it was first purchased by the Aboriginal Development Fund Commission.

The property was initially developed into a strawberry and vegetable growing farm enterprise. The house was used as a manager's residence and several sheds were constructed. (house and shed constructed in 83-84).

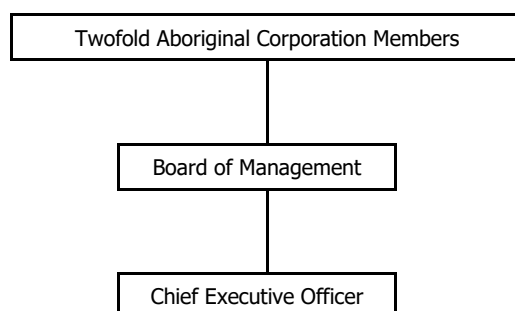
Sheds were bought in Government Rd Eden in the 1980's and several activities occurred here including the commencement of our aged and disability care programs, firewood collection, construction and boat building and a host of other employment and training activities through the local CDEP program.

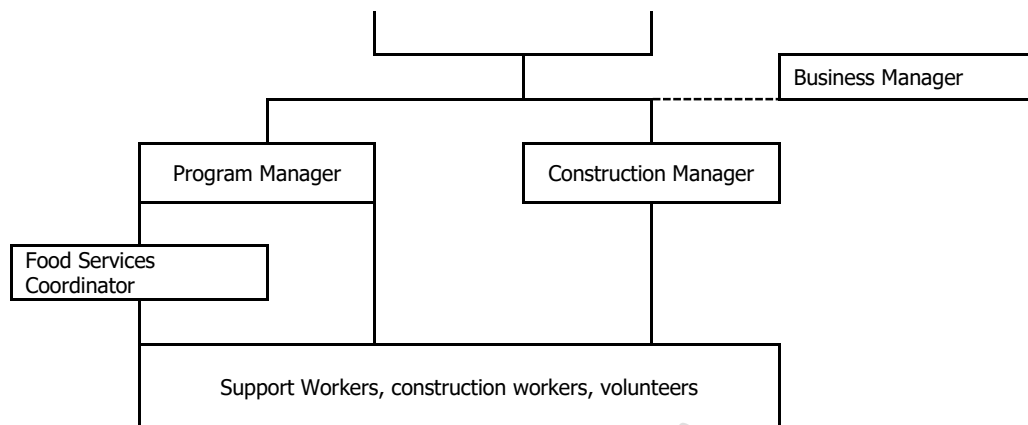
The Multi-purpose Centre was built, using local Aboriginal trainees in 1990-92, to provide a home for the Women's Group who needed a secure meeting place. Art & craft, Activities for Elders, educational programs such as TAFE outreach, Cooking & Hospitality Courses and a Day care Centre for Aboriginal children were made available to the local community. This building now houses the TAC office where all of its current activities are based.

Various training and employment programs have been run for many years at Jigamy. Twofold aims to continue to enhance Jigamy as a community centre and cultural precinct, and maximise its use for the benefit the local Aboriginal Community.

1.6 Organisational Structure

A new organisational structure has been developed to ensure that TAC has good management practices in place and has the capacity to build and grow into the future.





To be updated to new structure – add housing manager

1.7 Organisational Achievements

Twofold became incorporated on the 6th of September 1979. Since this time it has achieved the following results:

- Taken ownership of Jigamy Farm
- Built the Mamadja Community Centre that now houses the Twofold offices
- Utilised the farm for several activities over the years
- Taken ownership of and maintained 10 houses in Eden
- Manage 11 other properties in Bega
- Own two commercial properties in Eden
- Run aged and disability care programs since the 1980's
- Undertaken construction activities for many years
- Now set up Mundabaa Constructions, licenced building business

Twofold has become a successful and sustainable business over the years and aims to continue to grow to meet the needs of the local Aboriginal Community as a whole.

Recent developments have seen the corporation move from uncertain reliance on Government funding to commercial sustainability.

2 HOUSING

2.1 Mission

To meet current and future demands for housing to address homelessness and overcrowding, and to alleviate poverty within the Local Aboriginal Community.

2.2 Current Context

Twofold has 10 houses for rent. We need to continue to review the types of properties we own and whether changes need to be made so that accommodation available better reflects the current and future needs of the Community.

The existing houses were all purchased through ATSIC grants. ATSIC was closed down several years ago now, so alternative avenues for growing the accommodation stock need to be sought.

Twofold became registered as a housing provider with the Aboriginal Housing Office (AHO) in March 2014. This registration process was undertaken as the AHO have potential resources and assistance available to help Twofold grow its housing stock.

Other avenues for creating more accommodation need to be investigated also.

Twofold is now managing its housing assets in a sustainable way and has its own construction business that undertakes all maintenance requirements. This has enabled us to create employment outcomes not previously available.

21 houses now and growing

- Increase in AHO properties 5 and growing
- BegaLALC 6 under management
- EdenLALC potential for 9 properties to be managed

2.3 Housing Strategy

A comprehensive housing strategy funded by the AHO has been completed and is now being implemented. This strategy should be reviewed in line with this plan.

The strategy looks at various options to address the housing needs including:

- Assistance to people looking to get into the private rental market
- Development of affordable housing options for purchase
- Purchase of existing or construction of new dwellings to increase Twofold's housing assets.

Review housing strategy in current context

2.4 Housing Market

The township of Eden, and in fact the Bega Valley area generally, is experiencing a slump in real estate value. Properties in Eden are now selling for less than the value of the building. For example, a house that would cost \$300,000 to replace is available for sale (with land) for \$250,000.

Review recent changes in market and increased potential to develop EdenLALC land

This is an ideal time to be thinking about increasing Twofold's assets in the town.

Market has now changed dramatically

2.5 Housing Needs and Housing Demand

There is clearly housing needs in the community. A community survey was completed in 2014, followed by a housing application process. A housing list has been created and is growing. This list forms the basis for Twofold to identify needs. This list should be regularly reviewed by the board to determine its accuracy.

There is a particular need for units that has been identified in the housing list. Twofold currently has only large family houses.

Housing needs increased. 12 year wait for social housing in this area.

2.5.1 Census Data

Whilst it is acknowledged that this data is fairly inaccurate, it does give a picture of the demographic of Eden. With an average age of 18 in the Aboriginal Population, housing needs are predicted to grow dramatically over time.

AUSTRALIAN BUREAU OF STATISTICS 2011 Census of P
Eden (SSC10791) 8.2 sq Kms

B07 INDIGENOUS STATUS BY AGE BY SEX
Count of persons

	Indigenous(a)		Persons
	Males	Females	
0-4 years	15	5	20
5-9 years	14	13	27
10-14 years	14	18	32
15-19 years	21	15	36
20-24 years	5	9	14
25-29 years	7	8	15
30-34 years	3	5	8
35-39 years	7	7	14
40-44 years	7	4	11
45-49 years	4	9	13
50-54 years	3	7	10
55-59 years	6	5	11
60-64 years	0	0	0
65 years and over	13	10	23
Total	119	115	234

2016 census, figures not based on any factual information. TAC should consider undertaking its own survey

2.6 Short Term Goals

2.6.1 Aboriginal Housing Office

Through long and arduous negotiations with AHO regarding the backlog repairs and refurbishment funding agreement made available through registration with them in March 2014, Twofold is now able to undertake this work ourselves as a pilot project, providing several new employment opportunities. Works should be completed in the second half of 2016.

There is also potential to manage AHO owned properties in the area as part of becoming a Registered Housing Provider, but to date nothing has been forthcoming. In the short term, Twofold needs to determine whether this is in fact an option or not and what the detail of the management arrangements might be. Concerns that need to be resolved include:

- Condition of dwellings on handover
- How the dwellings are tenanted and what control Twofold has over this
- Whether Twofold can involve the LALC's in tenant selection in houses previously managed by them
- That we are able to utilise all aspects of our own fully developed Housing Policy and Procedures
- Levels of any management subsidies to be received

Needs significant review, many developments since this

- Now managing 5 AHO dwellings with more slowly coming
- Transfer of 70 dwellings possible in 2022
- Need to increase capacity to cater for this

2.6.2 Local Aboriginal Land Councils

BegaLALC

- Undertook renovations to 6 dwellings 2018/19
- Took over management of these in July 2019

EdenLALC

- Possibility to manage 9 dwellings for them

2.6.3 Utilisation of existing stock

Plans are underway to buy 2 units to resolve underutilisation of 2 existing houses. Once purchased we will then have 2 family homes available for rent. When stage 2 rent levels in our housing strategy are reached, following completion of refurbishments, we will be receiving sufficient income to progress this proposal.

Proposed pilot program with IBA to be discussed

2.6.4 Sale of Property

Negotiations with the Commonwealth over sale of a disused portion of Jigamy to a community member to build a dwelling on have been going on for 2 years now. Recent success having the caveat lifted means this can now proceed. The land now needs to be subdivided and various works undertaken so that the sale can proceed and the new owners can commence construction. Funds gained will be utilised for enhancement projects at Jigamy.

Yet to occur

2.7 Longer Term Goals

2.7.1 New Dwelling Construction

It is Twofold's aim to construct new dwellings on land owned by EdenLALC. These dwellings could be:

- Added to Twofold's existing housing stock and become part of our community housing program
- Sold as affordable housing to community members
- Sold to the public to generate profits to keep the program going and to avoid creating an isolated Aboriginal housing zone within the town.

Creation of such a program will generate a number of employment outcomes and provide the long desired opportunity for building apprenticeships to be created.

Following years of inaction by EdenLALC, a new CEO has been appointed and this possibility is now being reconsidered.

2.7.2 Aged Care Facilities

Needs analysis for aged care facilities should also occur to provide Twofold with the necessary data to develop any potential funding applications for this purpose. Currently, those community members that need to go to a nursing home are forced to move to Nowra. This remains a long term goal.

Yet to be considered

3 AGED AND DISABILITY CARE

3.1 Long Term Goal

To provide aged and disability care to the local Aboriginal Community to alleviate the effects of poverty, help people stay in their own homes and become active members of the community.

3.2 Current Context

Twofold is funded to June 2018 to deliver Commonwealth Home Support Program (CHSP) and the Community Care Support Program (CCSP). These were formally the HACC Program.

Under the CHSP, our annual funding is approximately \$200,000 from the Commonwealth through DHS and \$47,000 for the CCSP from the State through FACS to provide;

- social support,
- domestic assistance,
- centre based day care and social support group, and
- meals on wheels.

CHSP now funded to 2022, funding similar plus CPI

The CCSP is in the process of being wound up and National Disability Insurance Scheme (NDIS) Packages will replace this block funding. The effect for Twofold is yet to be determined but may well mean an increased number of clients with a disability will elect to access our services.

NDIS now happening. \$400k grant received to kick it off

- program coordinator employed
- vehicles purchased
- registration process underway
- business consultants engaged

Under the Home Care Package (HCP) Program funded by DHS, our annual funding is approximately \$170,000 to provide 10 client directed care packages to assist elderly individuals who have various needs to remain in their own homes. The packages have moved to a mode of delivery called Consumer Directed Care and this is currently being implemented

Funding now up to \$600k+. 23 packages and growing, several higher level packages

These Programs are undergoing constant change and Twofold needs to be responsive to these changes.

We're all over this

3.3 Future Needs

Looking at census data, it is clear that the need will grow over time for aged and disability care services within the region.

Twofold will need to consult the local Aboriginal Community closely to ensure we are meeting the current needs and that we are well placed to meet future needs. Twofold may also consider delivering services to non-Aboriginal people and/or increasing our service area.

Now deliver to many non-Aboriginal clients and have a great name for ourselves.

DRAFT

4 JIGAMY

Jigamy has many opportunities for future use and development. Many proposals have been made over the years with some commencing and others remaining only ideas.

Research into potential activities and developments has been occurring over the past couple of years and plans are underway to progress these.

The first strategic planning workshop was held with the community in July 2014 to begin determining future directions for the property with the view to creation of a master plan.

The core direction for the future is to develop Jigamy as a cultural precinct to tap into tourism opportunities in the region and to maintain it as a community centre for the local Aboriginal population.

Plans well underway

4.1 Existing Uses

There are several existing uses and assets at Jigamy. Much work has now been done to improve these assets and the critical infrastructure that services them. Plans are well underway to finalise Building Certificates and Occupancy Certificates for all structures.

TAC owned structures all now legal. Assisting EdenLALC and Youth Camp do the same in many ways.

4.2 Property Management Plan

A management plan for the property was completed in June 2015 and contains detailed information on all aspects including soil mapping, zoning, bush fire assessment, The PMP will inform the direction of future development whilst providing detailed plans for managing existing assets and the natural environment. It is essential that the natural environment and culturally significant elements are maintained and enhanced into the future and that any development does not impact on these elements.

This plan needs to be referred to when considering any future developments.

4.3 Landscape Masterplan

A landscape masterplan has now been developed and any new proposals will be sited using this tool in conjunction with the information provided in the Property Management Plan.

The masterplan should be read in conjunction with this Plan.

4.4 Planned Projects

4.4.1 Art and Language Project

Approval was given for an art project in early 2016. The funds attained will be utilised to develop concepts for art installations across the property and further develop the Story Trail adjacent to the Keeping Place. Plans and costings will be utilised to apply for further funding that is available for the next 2 years.

The project will focus on developing an entrance to Jigamy and enhance the series of arrival points and features across the property, linking in as the gateway to the Bundian Way.

Now part of campground project

4.4.2 Camp Ground Development

This proposal was raised during the property management plan development and is seen as an achievable project that will generate income and provide employment opportunities both during construction and ongoing, running and maintaining the facility.

Now that the caveat will be lifted from Jigamy, the sale of land on the south side of the highway can progress. Proceeds will go towards the campground. The Indigenous Land Corporation have registered interest in matching us dollar for dollar and it is proposed that the total be used to apply for a regional development grant to double it again.

Initial pre DA meeting will occur in 2016 with Council to start progressing the project. Commencement of works will be dependent on the sale of land and subsequent receipt of grants.

It is anticipated that this proposal will become a sustainable and profitable business activity well into the future. The camping and accommodation facilities will complement cultural tourism activities planned by EdenLALC at the Keeping Place.

\$100k given by NSW Gov to develop business plan and development application. DA close to approval and submission for \$2.7M funding currently being assessed.

4.4.3 Cultural Activities

Need to add section here to include

- Giiyong Festival – partnership with SEA for next 3 festivals. Inaugural event an amazing success, regional tourism award
- Healing with Knowledge
- Cultural Immersion
- Cultural Awareness Training
- Language program

5 BUSINESSES

5.1 Works Crew

The works crew was developed in 2014 primarily to undertake maintenance works on all of the Corporation's assets instead of engaging contractors. This provides employment and training outcomes and has actually saved us money. The works crew now undertake all maintenance on our housing stock and maintenance of all buildings and services at Jigamy.

In 2015 the crew began undertaking commercial work, completing over \$200,000 worth of work by Christmas for a Sydney based contractor.

The crew will now undertake over \$400,000 worth of renovations on 9 of our houses, funded by AHO as a pilot project through the NPARIH program. This means more employment outcomes and better quality results as there will no longer be contractors coming from elsewhere to quickly make some money and leave.

The long term goal is to move the crew onto new house construction.

Works crew is now Mundabaa Constructions, licenced building business, members Master Builders NSW. \$1M+ income and growing strongly. Commencing construction of 2 duplexes in Bega July 2019, 1.2M contract (first new construction project). Other recent projects:

- Eden Wharf \$800k
- Commercial site shed construction for hire and sale \$100k annual with potential to grow dramatically
- BegaLALC residential refurbishments \$400k
- Ongoing maintenance of 21 houses
- Merimbula Airport upgrade – ongoing labour and facilities hire
- Butchery construction in Eden \$120k
- Commercial bush food production development for Bruce Pascoe in Gypsy Point \$70k
- Multiple smaller projects

5.2 Mattress recycling

Twofold has been running the mattress recycling operation for the Bega Valley Shire Council for some years now. The processes have been streamlined and the activity is now turning a profit. Twofold will continue to undertake this work into the future.

Ridiculous actions of BVSC, awaiting results of tender, moving away from basic labour jobs like this.

5.3 Government Road Sheds

Several major maintenance activities were undertaken on the sheds over the past couple of years by the works crew. The sheds are now in much better condition and will now be regularly maintained. Annual review of rental rates will occur to ensure maximum income is attained.

A proposal is now on the table to construct storage sheds on the vacant block. In 2016 plans will be prepared and lodged with Council with the view to commencing construction later in the year.

The business plan prepared shows that funds borrowed will be paid off in 5 years, and then a healthy return will commence. Avenues for business development grants are also being investigated to reduce the borrowed amount.

Storage shed project has not progressed

Removed one tenant from an existing shed occurred, and planning to make this the base for Mundabaa Constructions. Funding submission now approved, will commence early 2020

5.4 IT Business

A proposal has been developed to commence an IT business utilising the Commonwealth's new Indigenous Procurement Policy. The current status is that talks are well underway with GHD, who we are partnering with, and the ATO, who is offering contracts to deliver.

Preparation of a detailed business plan is underway along with a formal partnership agreement with GHD. An independent company will be set up that Twofold are major shareholders of.

The proposal will deliver profits to Twofold and provide several employment opportunities over time. It is envisaged that the business will operate from Eden.

Business plans and agreements are due for completion mid 2016. We hope to have commenced operations by the end of the year.

Nonsense proposals unfortunately, GHD, 2Pi and any other companies engaged with are looking for angles to abuse IPP and state legislation. Tokenistic approach. Need to look for alternative partnerships.

5.5 Future Business Activities

Twofold has entered a new phase, looking for alternative business opportunities that further reduce our reliance on Government grants. Real change for the Aboriginal Community living in the Twofold Bay region will only occur through generation of long term sustainable business activities. Employment and training opportunities can be created and profits can be utilised to develop other ideas and fund social activities desired by the community.

5.5.1 Networks

Networking across the private and public sector has assisted Twofold greatly to expand its operations. Key partnerships have been developing and should be maintained into the future. These include but are not limited to the following:

- The Governor of NSW, the Honourable David Hurley
- The NSW Small Business Commissioner, Robyn Hobbs
- AusIndustry
- The NSW Business Enterprise Centre
- GHD
- ANU and Canberra University.

Major partners now ANU, SEA

5.5.2 New Ideas board

New ideas will be placed into this strategic plan as they are developed.

Already suggested have been:

- Youth drop in centre in Eden
- Food van business to use at local markets and festivals
- Hiring out of the commercial kitchen and art studios
- Investigation of aquaculture and aquaponics
- Growing of bush tucker plants for use in the future restaurant at the Keeping Place
- Employment opportunities created by the Eden Wharf Development that will occur over the next couple of years
- Investigation of avenues for business start up funds.

Review list and add. Some of these have happened, new ones to add

6 EMPLOYMENT

6.1 Employment at Twofold

Twofold aims to maximise Aboriginal employment opportunities by building the organisation and proactively promoting its employment opportunities.

The employment policy is that positions are advertised as Aboriginal identified. Should no suitably qualified Aboriginal people apply, then the position is opened up. Non Aboriginal positions may be time limited and include a training and mentoring role so that an Aboriginal person is ultimately employed in the role.

Grown Aboriginal employment substantially – no help from any government funded program whatsoever

6.2 Traineeships

Maximise Aboriginal employment through development of training programs. Create links with other educational institutions to create employment pathways.

One traineeship has been developed for a school leaver and this has proved successful. Twofold has a close relationship with Eden High and will build on this into the future.

Several school leavers employed, first apprenticeship started, work experience positions

6.3 Employment at Associated Work Places

Encourage Aboriginal employment at other work places where we spend money.

Over the past year 3 staff have moved from Twofold into jobs elsewhere. The latest being one of the works crew, who is now undertaking an electrical apprenticeship with one of our sub-contractors. By facilitating this type of employment pathway, we are able to get more community members employed.

Looking to grow this substantially + creation of construction training centre in Eden

7 RESOURCES

7.1 Information Technology

Twofold now has the appropriate level of IT infrastructure in place to service the needs of the organisation. Moving forward, we will continue to upgrade the system as required.

Substantial additions here, all IT upgraded.

7.2 Vehicles

Twofold currently has 6 vehicles. 2 that are used solely for the works crew, one that is used for outdoor maintenance in the care programs and for the mattress contract, and 3 others that are primarily used for the care programs and business administration.

This fleet will change over time to reflect the needs of the organisation.

Consideration should be given to offering vehicles for sale to the community ahead of trading them in.

Now 8 vehicles

7.3 Tools and Equipment

Ensure that appropriate tools and equipment are available for use and are maintained across all activities that we undertake.

All this has grown with the organisation.

8 FINANCIAL FORECASTS

This section details financial forecasts to meet the goals of the organisation over the next 10 years. Twofold is in a period of growth, expanding and diversifying its business interests. This section should be regularly reviewed to reflect any new activities coming online.

8.1 Jigamy

Forecasts for each new development will be made as the projects come on line. An estimate will be prepared for the campground development and art installations later this year.

Campground now \$2.7M proposal

Giiyong biennial festival \$400k+ event

8.2 Aged and Disability Care Services

Twofold is funded until June 2018 to deliver the care programs. Impact of transition to the NDIS commencing some time over the next year or 2 is yet to be determined.

The aged and disability care funding environment is undergoing constant change at present and will continue to do so for the foreseeable future. Twofold needs to keep abreast of the changes to ensure we keep delivering these services.

The current board acknowledge that, whilst delivering these programs is not in itself an economically beneficial thing to do, it is a vital community service that simply would not be available should Twofold choose not to continue.

Changed dramatically over past couple of years:

- CHSP funded now to 2022 \$220k/yr
- HCP growing substantially \$600k/yr so far
- NDIS - \$400k development funding, unknown growth for this

8.3 Housing

Since early 2015, Twofold has raised its rent levels to Stage 1 rent as outlined in the Housing Strategy. Stage 2 rent levels will be achieved by the end of 2016 when AHO funded upgrades have occurred. At this point, Twofold will be able to start looking at expanding its housing stock with its own income.

Stage 2 rent levels reached but recently moved to set prices per house on TAC properties.

Other opportunities are being investigated to acquire more housing and they will be added to this strategic plan if any potential is found.

New CEO at EdenLALC, changes now possible

8.4 Financial Summary last 6 years

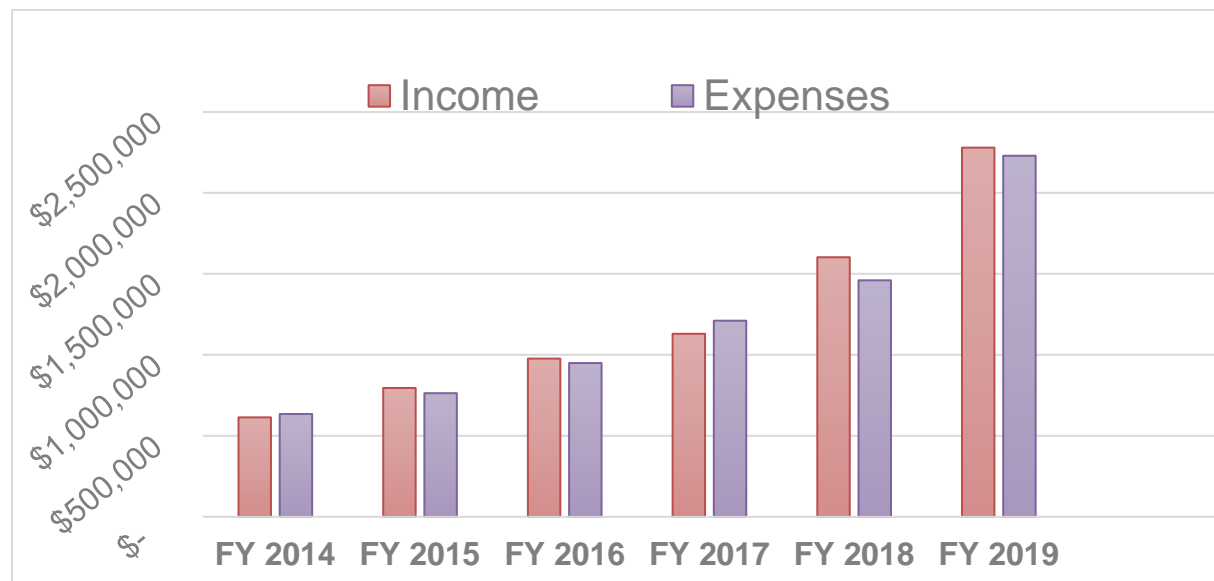
The Overall Budget Spreadsheet has detailed information on each program for the past 3 years and a current year forecast. This is a useful tool to see how the organisation has been tracking and which programs need further work to become sustainable.

As a number of new proposals are on the table, it is not possible to guess further year projections. These will be developed over the coming year.

Continues to be impossible to predict – some large projects being assessed at the moment.

Future looking very promising

Individual business unit budget spreadsheet to be updated when audit complete and add future projection



TWOFOLD ABORIGINAL CORPORATION

INCOME AND EXPENCE ALL PROGRAMS EX GST

	ACTUAL			ACTUAL			ACTUAL			ACTUAL			ESTIMATE		
	2014/15			2015/16			2016/17			2017/18			2018/19		
	INCOME	EXPENSE	TOTAL	INCOME	EXPENSE	TOTAL	INCOME	EXPENSE	TOTAL	INCOME	EXPENSE	TOTAL	INCOME	EXPENSE	TOTAL
ADMIN ALL PROGRAMS	\$ 220,057	\$ 203,416	\$ 16,641	\$ 187,200	\$ 201,200	\$ 14,000	\$ 162,776	\$ 197,954	\$ 35,178	\$ 260,622	\$ 231,363	\$ 29,259	\$ 260,000	\$ 260,000	\$ -
HOUSING	\$ 103,653	\$ 110,153	\$ 6,500	\$ 122,896	\$ 113,411	\$ 9,485	\$ 125,079	\$ 121,107	\$ 3,972	\$ 130,729	\$ 139,935	\$ 9,206	\$ 150,000	\$ 130,000	\$ 20,000
COMMERCIAL RENT	\$ 25,133	\$ 16,490	\$ 8,643	\$ 28,637	\$ 14,880	\$ 13,757	\$ 28,455	\$ 13,193	\$ 15,262	\$ 28,806	\$ 16,120	\$ 12,686	\$ 29,000	\$ 15,000	\$ 14,000
JIGAMY	\$ 72,361	\$ 72,987	\$ 626	\$ 87,802	\$ 105,519	\$ 17,717	\$ 33,200	\$ 63,738	\$ 30,538	\$ 41,454	\$ 40,210	\$ 1,244	\$ 40,000	\$ 50,000	\$ 10,000
MATTRESS															
RECYCLING	\$ 42,820	\$ 34,648	\$ 8,172	\$ 55,160	\$ 38,129	\$ 17,031	\$ 52,293	\$ 36,531	\$ 15,762	\$ 57,132	\$ 41,819	\$ 15,313	\$ 60,000	\$ 40,000	\$ 20,000
MUNDABAA															
CONSTRUCTIONS	\$ 31,085	\$ 28,297	\$ 2,788	\$ 239,981	\$ 207,490	\$ 32,491	\$ 384,337	\$ 453,609	\$ 69,272	\$ 770,484	\$ 719,561	\$ 50,923	\$ 1,200,000	\$ 1,200,000	\$ -
CHSP/CCSP	\$ 309,711	\$ 306,808	\$ 2,903	\$ 326,064	\$ 328,758	\$ 2,694	\$ 316,245	\$ 352,969	\$ 36,724	\$ 270,530	\$ 251,393	\$ 19,137	\$ 260,000	\$ 260,000	\$ -
HCP	\$ 202,402	\$ 196,954	\$ 5,448	\$ 137,383	\$ 148,174	\$ 10,791	\$ 164,441	\$ 150,105	\$ 14,336	\$ 309,901	\$ 322,506	\$ 12,605	\$ 500,000	\$ 450,000	\$ 50,000
NDIS							\$ 35,000	\$ 35,000	\$ -	\$ 4,536	\$ 1,021	\$ 3,515	\$ 250,000	\$ 250,000	\$ -
ONE OFF GRANTS	\$ 59,050	\$ 51,702	\$ 7,348	\$ 15,316	\$ 15,316	\$ -	\$ 107,131	\$ 105,305	\$ 1,826	\$ 45,900	\$ 47,209	\$ 1,309	\$ 20,000	\$ 30,000	\$ 10,000
TOTAL P&L			\$ 44,817			\$ 27,562			\$ 120,554			\$ 108,957			\$ 84,000
CASH AT BANK END OF JUNE			\$ 132,949			\$ 181,354			\$ 132,663			\$ 243,526			
AS PER AUDIT REPORT															
TOTAL INCOME			\$ 795,649			\$ 977,122			\$ 1,130,256			\$ 1,603,105			\$ 2,400,000
TOTAL EXPENSE			\$ 763,352			\$ 949,562			\$ 1,211,674			\$ 1,460,525			\$ 2,300,000
PROFIT OR LOSS			\$ 32,297			\$ 27,560			\$ 81,418			\$ 142,580			\$ 100,000
NOTE: known works only listed here Several other opportunities possible															

HISTORICAL TOTALS	2003/4	2004/5	2005/6	2006/7	2007/8	2008/9	2009/10	2010/11	2011/12	2012/13	2013/14
TOTAL INCOME	\$ 340,725	\$ 336,793	\$ 373,613	\$ 445,182	\$ 481,284	\$ 489,875	\$ 484,214	\$ 557,970	\$ 574,107	\$ 683,419	\$ 614,078
TOTAL EXPENSE	\$ 357,468	\$ 321,061	\$ 391,306	\$ 393,671	\$ 478,947	\$ 473,634	\$ 503,938	\$ 542,128	\$ 557,600	\$ 685,156	\$ 634,852
P&L AUDIT	\$ 16,743	\$ 15,732	\$ 17,693	\$ 51,511	\$ 2,337	\$ 16,241	\$ 19,724	\$ 15,842	\$ 16,507	\$ 1,737	\$ 20,774