


Twofold Aboriginal Corporation

BUSINESS PLAN 2019/2020 FINANCIAL YEAR

Authorisation

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Signature of Board of Directors member	
Position of Board of Directors member	Secretary
Date of approval by the Board of Directors	28/06/2019

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1 INTRODUCTION

Business planning is a vital part of running an organisation. Creation of a plan for each year helps TAC manage the organisation and keep all activities on track. This document will be amended as required throughout the year as any changes are needed.

Growth of the business over the past 24 months means that planning all activities is becoming an increasingly vital activity.

Twofold won a regional tourism award for the Giiyong festival held in September 2018. This is a great result and will no doubt get the organisations name out there.

1.1 About This Plan

This plan has been developed to assist TAC Board and Management run the organisation for the coming year.

The contents of this plan are guided by the Strategic Plan to ensure that the activities undertaken now, help the organisation achieve its long term goals.

This Plan will help TAC stay on budget, meet regulatory and funding body requirements, and respond to the needs of the local Aboriginal community.

Included in this Plan are all Programs that TAC operates.

- Housing
- Aged and Disability Care
- Jigamy
- Mundabaa Constructions
- Other Businesses
- Employment
- Cultural Programs

2 HOUSING PROGRAM

The Housing Program is progressing well following some major milestones completed over the past 3 years. These included:

- AHO registration compliance
- PARS full compliance (first provider in the state to do so)
- Received and completed a \$414,000 contract to undertake all refurbishment works ourselves under a pilot program with AHO.
- Received recognition from the Australasian Housing Institute for Professional Excellence in housing management
- Installed 5kW solar systems on all our houses
- Commenced managing 5 AHO owned properties
- Completed \$400,000 refurbishment contract on 6 properties owned by BegaLALC
- Signed a management agreement to manage these BegaLALC properties into the future, 1st July 2019
- Ongoing discussions with FACS around funding new construction.

2.1 AHO

Twofold gained approval from the AHO to become a Registered Aboriginal Community Housing Provider in March 2014. To date we have accessed business development funds, management subsidies and a refurbishment contract. TAC need to consider commencing the process to move from PARS registration to the NRSCH in 2020

2.2 Budget

The Housing Asset Management Plan goes into the figures in detail and shows the levels of rents required to meet budget needs.

- Rental income for 2019/20 is expected to be \$200,000+.
- AHO will pay a growth management subsidy of \$14,000
- Additional income through management of AHO and BegaLALC properties.

2.3 Housing Asset Management Plan

The planned maintenance program for the next 10 years will be developed this year. This will provide a schedule of future works for each property.

2.4 Growing the housing

We have been in discussions with IBA about a pilot project to undertake a unit development. This concept needs to be developed further this year, particularly if the proposed sale of a property to a tenant goes through. Further investigation to occur on a partnership with EdenLALC to build on their land.

2.5 Managing other housing

TAC is now managing 5 AHO properties and this figure is expected to grow gradually over the next couple of years. We also took on management of 6 properties for BegaLALC commencing in July. Discussions need to occur about managing the tenancies ourselves instead of using real estate agents as the properties under management grow.

2.6 Actions

A series of actions need to occur this year and they are listed here.

ACTION		WHO	BY DATE	DONE
Rent policy	Move to set price per house	TAC	July 2019	1/7/19
AHO subsidy Agreement	Complete data collection requirements for AHO	TAC	August 2019 Feb 2020	15/8/19
Housing Policy and Procedures	Continue to review policies and procedures as they are implemented and amend where required to ensure they meet the needs of TAC and the community in a culturally appropriate manner.	Board CEO	Sept 2018	
Ongoing Maintenance	use of Mundabaa workforce to complete all maintenance	TAC	Ongoing	ongoing
Asset Management	Prepare detailed 10 year maintenance plan for each property	TAC	2020	
Housing needs	Continue to encourage members to apply for housing if they have needs and update housing list	Board Staff	Ongoing	ongoing
	Determine potential avenues of funding additional housing	TAC/ FACS	Ongoing	Ongoing
	Investigate potential to manage other AHO properties	TAC/ AHO	Ongoing	Ongoing
Monitoring	Ensure maintenance and repairs are undertaken in a timely manner	TAC/ Agent	ongoing	ongoing
	Ensure rent and water are up to date	TAC	ongoing	ongoing
	Ensure tenant satisfaction with the program	TAC	ongoing	ongoing
Staffing	Assess the need and funds availability for a new position to manage housing	TAC	Depends on growth of housing	ongoing

3 COMMONWEALTH HOME SUPPORT PROGRAM

The Commonwealth Home Support Program (CHSP) is an aged care program for people with low level needs and is available for Aboriginal people over 50 and non-Aboriginal people over 65. The CHSP is now funded until June 2022. It is managed by the Department of Health

Training for existing and new staff members will be undertaken as required to improve Program Compliance and the quality of services provided to the community.

All existing clients will be reassessed and care plans developed for each to ensure that the best outcomes are achieved for clients and care given complies with the program guidelines.

It is important to note that this program is very poorly funded and relies on the use of volunteers and other financial support to achieve the required outcomes.

3.1 Policies and procedures

Policies and procedures have been developed across the organisation and are now being implemented. These should be reviewed during the year to ensure compliance with all relevant legislation.

3.2 Reporting

For the CHSP, the Data Exchange (DEX) is now in place. Statistics need to be regularly inputted and the information goes to the Department every 6 months. Financial reporting to Department of Health is now annual rather than 6 monthly.

3.3 Transport

The TAC agreement with Community Transport has now finished as funding has been discontinued. The impact of this is that we are no longer able to provide the transport service we did until some other source of funding can be found.

3.4 Alternative funding

Any additional funding that can be sought to support activities undertaken under the CHSP will assist Twofold meet the required outputs. Twofold will need to search out and apply for any available grants that can be utilised for this.

3.5 Budget

These are the amounts received to provide the services.

SERVICE	ANNUAL BUDGET		
		Client Contributions estimate	TOTAL
Domestic Assistance	54,018		54,018
Social Support	48,610		48,610
Centre Based Day Care	37,807		37,807
Meals on Wheels	75,615	40,000	115,615
TOTAL	216,050	40,000	256,050

Staffing and resources need to be assessed and modified as required to maximise value for money and meet the Program Outputs.

3.6 Required Outputs

The required outputs as per our funding agreement are as follows:

SERVICE	ANNUAL OUTPUTS		WEEKLY OUTPUTS
Domestic Assistance	1230hrs		23hrs/wk
Social Support Individual	2214hrs		42hrs/wk
Social Support Group	3608hrs		69hrs/wk
Meals on Wheels	9840		189 meals/wk

This year, Twofold will continue to expand available activities and encourage the community in general to get involved in group social activities.

3.7 Actions

These are actions required to comply with the program and ensure the best level of care is obtained this financial year.

ACTION		BY WHO	BY DATE
Reporting	Data Exchange (DEX) to DoH	PM	25/07/19 25/01/20
	Financial reporting to DoH	CEO	30/10/19
Client assessment	Undertake annual assessments of existing clients	PM	ongoing
	Undertake assessments of new clients including liaising with the RAS	PM	ongoing
	Ongoing development of tools and training to complete above.	PM	ongoing
Staffing	Undertake annual reviews of all staff	PM	Jan 2020
	Define staffing levels required and availability of funds	CEO/PM	ongoing
	Review Job descriptions	CEO/PM	annual
Staff Training	Define needs for existing and new staff	PM	ongoing
	Implement training activities	PM	ongoing
Resources	Define resource requirements	PM	ongoing
	Develop resources needed	PM	ongoing
New funding	Keep up to date with program funding beyond 30/06/22 and apply as required	CEO	ongoing
	Respond to new funding opportunities	CEO	ongoing

4 HOME CARE PACKAGES (HCP) PROGRAM

The HCP is now steadily growing and TAC is expanding to meet the demand. Several HCP clients have been approved for higher level packages but it is unknown when these will roll out. Several CHSP clients have also been approved for packages. Staff are assisting existing and new clients to access the program.

4.1 Consumer Directed Care

Under the CDC model, each consumer (client) is able to direct their individual package and their funding will only be able to spent on them, with monthly statements produced for each individual. Excess funds will roll over into the following financial year.

A new administration system for the HCPs has been developed so that each client's funds can be tracked and monthly statements can be made to them.

The aim is to give clients maximum choice for what types of services they wish to access within the limitations of the program guidelines. The purpose of the program is to assist elderly people with higher level care needs remain living independently in their own homes and to improve quality of life. Packages cannot be used as general income for the client.

4.2 Budget

We currently have 12 level 2 packages, 5 level 3, and 6 level 4, with several clients on the wait list.

The budget for this year is completely dependant on roll out of new packages and could be anywhere between \$600,000 and \$750,000 at this stage. 2018/19 funds rose to \$548,000 from \$345,000 in the previous year, making this program very sustainable.

Individual budgets are developed for each Package that are tailored to clients specific needs.

4.3 Actions

ACTION		BY WHO	BY DATE
Reporting	Medicare forms	PM	Monthly
	Annual financial acquittal	CEO	31/10/19
	Statements to clients	PM	Monthly
Client assessment	Conduct annual assessment of existing clients	PM	ongoing
	Arrange ACAT assessments for potential new clients	PM	ongoing
Staffing and resources	As per CHSP table	PM/CEO	ongoing

5 NATIONAL DISABILITY INSURANCE SCHEME

Twofold became registered for the NDIS as funding was finishing for the CCSP program in 2016/17. It was expected that our CCSP clients would transition to the NDIS during this time, but to date, none have. We believe that many of these people would be eligible for NDIS packages as well as many others in the community, and they could really benefit from this scheme. Although we are registered to provide various services with the NDIA, to date we are just managing 1 package. Roll out across the country has been slow, particularly for people with intellectual disabilities.

Substantial work is required to help people understand the NDIS and its benefits and access the scheme. Aboriginal people are severely underrepresented taking up packages across the country. To deal with this, regional grants became available to assist Aboriginal organisations who are interested in providing disability services and we were successful.

5.1 Making it our Business – funding opportunity

TAC received \$400,000 under this program in December 2018 and we have;

- Employed a NDIS coordinator for an 18 month period commencing Jan 2019
- Purchase 2 vehicles, one purchased so far and another will be in September
- Engaged consultants for business advisory services to bring in expertise in disability services, policy development and business planning.

Over the 18 month period the aim is to achieve the following:

- Identify potential Aboriginal clients.
- Demystify the NDIS and assist people to apply for the Scheme.
- Train and employ new staff as the number of packages grow.
- Progress through the National registration process that commences in November
- Develop a strong business plan so the program is sustainable into the future.

The aim is that the program is self-sustaining following the 18 month funded period, and the organisation has the knowledge and skills to continue to grow, helping more Aboriginal people access this valuable program.

Reregistration is occurring this year commencing in September where we hope to be approved for most of the categories available.

Reporting requirements will be developed this year if there are any specific dates.

6 MANAGEMENT OF JIGAMY

TAC aims to develop additional activities at the farm which will increase the usage of the property for the Aboriginal population and the wider community. This will help make Jigamy a hub for cultural expression and exchange, and create various training and employment opportunities.

6.1 Campground proposal

Kategic and a group of consultants developed plans for DA submission, and prepare a Business Plan and Business Case. The DA has been submitted to BVSC and the funding application has gone in to DPC. Reviews will occur through to September, and we should have an answer on the \$2.7M funding requested in October.

This project aims to formalise the campground and turn it into a viable business that provides employment and training opportunities and an income stream for Jigamy. Having accommodation on site will support EdenLALC with its cultural tourism activities at the Keeping Place and the Bundian Way. It will also make future Giiyong Festivals easier to host.

6.2 Planning issues

Various planning issues across the property have now been resolved with the Bega Shire Council. All Twofold buildings now have Building Certificates and can be legally occupied. The lots that make up Jigamy are being combined to resolve planning issues at the Keeping Place and the Youth Camp.

6.3 Mamadja Community Centre

This year we will continue to make improvements to the building with rent moneys received from the care programs. Additional funding will be sought as opportunities arise. A demountable has been added to house Mundabaa Constructions temporarily.

6.4 Sheds

AJN Oysters are still renting one of the sheds. The old machinery shed is now the Mundabaa workshop.

One other shed has now been converted into 2 art studios. Additional works need to be undertaken to complete this project, but they are currently in use.

6.5 Community garden

The community garden has been going well and providing much produce that is being used for the meals on wheels service. We have also developed a bush tucker garden around the Art Studio area. Plans need to be put in place to maintain these gardens into the future.

6.6 The Keeping Place

Lease arrangements need to be put in place for the land on which the building sits and associated surrounds to ensure the EdenLALC has some surety and avoids any insurance issues into the future. This building still needs to have an occupancy certificate issued.

Pro bono lawyers have drafted up a lease agreement that needs to be reviewed and approved. EdenLALC have drafted a new lease and TAC lawyers need to review this.

6.7 Youth Camp

A lease is in place for land on the eastern side of the creek for development of a youth camp. The lease is to the Aboriginal Evangelical Church, who have developed the project.

A deed of agreement has been signed for an easement over the road reserve next to the youth camp to allow for appropriate bush fire setbacks from buildings. Twofold will need to pay the fees and apply for rebates this year.

6.8 Land sale on the south side of the highway

Now that the caveat is lifted, sale of the land can progress. Veris have completed the necessary documentation. Sale will hopefully be completed this year.

6.9 Budget

Only minimal funds are available at this stage to undertake any required works. We will look into potential funding options this year once the land sale is complete.

6.10 Actions

ACTION		BY WHO	BY DATE
Planning	DA approval for campground	BVSC	Oct 2019
	CofO for Keeping Place	ELALC	?
	Business Plan finalisation for Camp ground	Kategic	Mar 2020
Sale of property	Complete subdivision works	TAC	Dec 2019
	Progress with sale	TAC	Jan 2020
MPC	Undertake further improvement works	TAC	ongoing
Sheds	Undertake further improvement works	TAC	ongoing
RGETF	Present to Panel from DPC	TAC	Sept 2019

7 BUSINESSES

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

- Mundabaa Constructions
- Shed rentals
- Mattress recycling
- Catering
- Proposed IT Business

7.1 Mundabaa Constructions.

Twofold is now a licenced building company, are members of Master Builders Association of NSW and are on select tender lists for residential construction work with the Lands and Housing Corporation and the Aboriginal Housing Office. Construction has quickly grown - last financial year it made up 35% of total income for the corporation. Many employment and training outcomes have been achieved through creation of this business activity.

This year we plan to undertake several construction projects including:

- Bega Duplexes – construct 2 duplexes on a vacant site, \$1.2M contract
- Demountables – continue to manufacture and sell or hire out
- Government Rd Shed - Commence fitting out of existing shed to make a home for Mundabaa. Construct demountables here and offer training programs
- House maintenance – continue undertaking all maintenance on our houses and any others we take on to manage.
- Potentially undertake refurbishment contract for EdenLALC on its 9 dwellings
- Continue to apply to get on tender schemes and select tender panels for government contracts
- Chase any other commercial or residential work as it arises.

As this activity grows, more permanent positions will become available. There will always be a need for a pool of casuals for when additional short term projects come up. There are currently 8 permanent full time positions with Mundabaa, 6 of these employees are Aboriginal. There are 12 Casuals currently on the books also. We are positioning ourselves for steady growth in this activity and will bring in external expertise where required to take on larger projects when they become available.

7.2 Shed Rentals

Rental agreements are in place directly with Twofold for the sheds in Government Rd and at Jigamy. Rent levels need to be reviewed annually to ensure maximum rents are charged in line with the current market. The Jigamy oyster shed will remain well below market rent to AJN, who offer employment opportunities and benevolent assistance to the community.

Fritz Michellin's lease has now been terminated so Mundabaa can take this over.

Engineering plans have been prepared and are ready for Council submission to construct storage sheds on the vacant block. Funds need to be sought to make this a reality.

7.3 Mattress Recycling

Mattress recycling works for BVSC are continuing. A tender for a modified contract closed in January 2019. We have put in a price to subcontract to the only prospective tenderer. BVSC yet to make a decision. We will continue until a decision is made.

7.4 Catering

Catering is on hold at present until we can find suitable staff to take it on. Indigenous foods is a much desired product so this could develop into a solid business one day.

7.5 Other

Twofold will continue to look into other business opportunities as they appear

8 CULTURAL ACTIVITIES

8.1 Giiyong Festival

In partnership with South East Arts (SEA), Twofold hosted the Giiyong Festival on 22nd September 2018 with over 6000 attendees and over 100 Aboriginal artists presenting. The multi-art event was the first of its kind in the South East of Australia and has attracted significant attention. This is shaping up to be a fantastic event that will be a great catalyst to help both Twofold and EdenLALC achieve their goals.

We are now planning to enter into an MoU with SEA to deliver further festivals in 2020, 2022 and 2024. This year multiple funding submissions will be developed and lead up events will occur.

8.2 Twofold Documentary

As part of our 40th Anniversary Celebrations, we are planning to make a documentary on the Corporation, from the mid 1970's when the community fought for Jigamy, to present day and visions for the future. This will become an important community asset and will also be great promotional material when seeking funds for cultural and other activities. We will screen the documentary at our event in November this year.

8.3 Healing with Knowledge

Work will continue this year developing cultural learning resources with the view to take on participants in late 2019.

8.4 Cultural Awareness Training

This continues to be a popular activity we provide to business and government employees. We will continue to develop this and promote it this year as an important step non-Aboriginal people need to take when engaging with Aboriginal people and organisations

8.5 Cultural Immersion Program

Universities and schools continue to access this program, camping at Jigamy over a week long period. We hope to grow this further should the funding for the campground development be successful.

9 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.

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.

9.1 Work at Twofold

Employment has grown substantially over the past 4 years and we currently have 33 staff on the books;

- 20 Aboriginal,
- 5 non-Aboriginal with Aboriginal families, and
- 8 non-Aboriginal.

The strategies put in place 5 years ago are certainly paying off.

Staff training activities are now underway to improve performance and increase the capacity of the organisation. Several employees are undertaking formal training and we have 4 school leaver trainees on staff.

Twofold is developing an Employment and Training Plan across the organisation to ensure that we have the capacity to take on the great new opportunities that are presenting themselves.

9.2 External work opportunities

When substantial expenditure occurs with outside contractors, Twofold will encourage those contractors to utilise our employees or engage other Aboriginal workers to assist.

9.3 Vocational Training and Employment Centre (VTEC)

As part of our employment strategy, we have entered into a partnership with Connexions VTEC who now have the contract for the south coast. We are hoping, through this program, that we will be able to engage a mentor to help new employees with job readiness skills, formal training and any issues affecting their ability to come to work.

Another program is developing to run in schools and increase participation in school based apprenticeships and the like. We are hoping to get involved in this program also.

With more and more job opportunities appearing, our ability to provide quality mentoring will become essential if we are to develop a strong Aboriginal workforce. Whether it's construction or care work, we need a skilled and competent workforce to compete in these commercial spaces, and provide high level services to the community.

9.4 Healing with Knowledge

This program continues and we hope to get some students involved in 4th term this year. Mentor training has been undertaken and curriculum has been developed. This program aims to give opportunities to kids who are slipping through the cracks at school.

10 GOVERNANCE AND MANAGEMENT

Governance and management of the organisation continues to grow and improve. The current board is now more engaged than any previous boards in growing Twofold into a sustainable business to meet its core objectives. The management team of 4 are putting sound structures in place to sustain continued growth.

10.1 The Board

More work needs to occur to increase the skills base of the board this year. An effective governing body will become more important over time as Twofold develops as a business.

Further training opportunities will be investigated and implemented as well as bringing in external expertise from time to time.

The focus this year will be on skills development, strategic planning and policy setting. Rule Book changes suggested by ORIC need to be approved and implemented as a first step. This will occur at the AGM in November. New directors will also be elected.

10.2 Management

The team has grown and become more and more professional in its running of the business. We now have Alison Simpson managing all Care Programs and Drew Smeath managing Mundabaa Constructions. We will explore the option to commence Kuh Cruse as part time Housing Manager this year due to the increase in housing. Sharyn Clifton will continue as Business Manager but we need to grow the finance team this year so roles will need to alter as the year progresses.

Various business capacity building funding opportunities exist and we will apply for all relevant opportunities.

10.3 Administration

We have successfully transitioned our accounting system to a cloud based version. This means much less paperwork is required and auditing process is simpler.

We will be engaging Lucas Scarpin as our CFO for broad business advice and are looking for a highly experienced quickbooks person to join our team.

Purchase of more equipment and vehicles will occur this year as we require them.

11 ORGANISATIONAL ANNUAL BUDGET

(to be updated when audit complete in late September)

This budget spreadsheet shows income and expenditure across the whole organisation for last Financial Year, and includes projections for this Financial Year.

Many unknowns exist for this year, due to the changing nature of the business and when income opportunities will be realised.

Over expenditure occurred last year, mainly at Jigamy, and in expanding Mundabaa Constructions for much larger contracts. We expect to achieve a positive result this financial year based on upcoming expansion of these activities.

	Jul 18 - Jun 19 Actual	Jul 19 - Jun 20 Estimate
Income		
Admin fees	\$271,926.47	\$300,000.00
Catering	\$5,919.96	\$2,000.00
Community Transport	\$13,179.26	\$0.00
Cultural training	\$2,272.73	\$10,000.00
Donations	\$4,772.25	\$5,000.00
Funding/Submissions	\$123,888.00	\$200,000.00
Income Aged and Disability care	\$963,064.82	\$1,000,000.00
Interest received	\$723.47	\$1,000.00
Maint Works	\$1,156,671.18	\$1,400,000.00
Mattress Processing	\$94,047.26	\$100,000.00
Meals on Wheels	\$51,184.29	\$50,000.00
Mgt Subsidy	\$14,850.00	\$14,850.00
Rent received		
Rent Rec'd - Commercial	\$25,685.00	\$15,000.00
Electricity charges	\$1,305.28	\$1,500.00
Rent Rec'd - Housing	\$199,670.97	\$200,000.00
Rent Rec'd - Multi Purpose Ctr	\$20,800.00	\$20,800.00
Water usage payments	\$6,446.47	\$7,000.00
Sundry Income	\$6,983.51	\$5,000.00
Total Income	\$2,963,390.92	\$3,332,150.00
Expense		
Accountancy fees	\$6,820.00	\$7,000.00
Administration fees	\$271,926.04	\$300,000.00
Advertising & Promotion	\$284.41	\$3,000.00
Bank Fees & Charges	\$1,483.33	\$2,000.00
Consultancy fees	\$99,086.75	\$100,000.00
Electricity	\$7,238.67	\$7,500.00
EMPLOYMENT EXPENSES		
Employee Entitlements	\$105,280.42	\$100,000.00

Employee Reimbursements	\$15,855.42	\$5,000.00
Superannuation	\$119,255.60	\$120,000.00
Wages	\$1,175,997.26	\$1,250,000.00
Work cover wages	\$1,592.08	
Workers Comp Insurance	\$14,778.67	\$50,000.00
Insurance	\$12,830.72	\$13,000.00
Materials & Supplies	\$491,483.83	\$600,000.00
Motor vehicle expenses	\$74,283.35	\$90,000.00
NAIDOC	\$3,266.15	\$5,000.00
Office Expenses	\$46,835.08	\$30,000.00
Program Expenses	\$268,676.84	\$270,000.00
Rates & Taxes	\$1,645.76	\$2,000.00
Rent MCC	\$20,800.00	\$20,800.00
Rental property expenses		
Insurance	\$15,877.25	\$16,000.00
Maintenance - Planned	\$22,508.38	\$50,000.00
Maintenance - Responsive	\$29,987.33	\$30,000.00
Maintenance - Service	\$2,506.39	\$4,000.00
Property Management Fees	\$17,262.21	\$22,000.00
Rates & Taxes	\$20,313.50	\$20,000.00
Water	\$12,244.95	\$12,000.00
Staff Training	\$6,111.60	\$6,000.00
Subscriptions	\$2,496.94	\$3,000.00
Telephone	\$4,572.87	\$5,000.00
Total Expense	\$2,873,301.80	\$3,143,300.00
Net Ordinary Income	\$90,089.12	\$188,850.00

NOTES

- Income and expense totals are approximately \$500,000 less than figures shown due to internal transfers between programs (eg. Admin Fee, HCP meals costs paid to Meals on Wheels, Mundabaa maintenance on houses and other assets) and transfer of unspent funds to next year).
- Refer to audit report for actual income and expenditure for the Corporation.