



Dhimurru Aboriginal Corporation
ABN 95 520 121 809

Business Plan

September 2010
This report contains 7 pages
2010-09-23 Business Plan



Contents

1	Executive summary	1
1.1	Board of directors	1
1.2	Key management	1
1.2.1	Management	1
1.2.2	External advisors	2
1.3	Organisation structure	2
1.4	Business activities	3
1.5	Customers	3
1.6	Projected financial performance	3
1.7	Limitations of projections	6
1.8	Action plans	6
2	Introduction	8
2.1	Background	8
2.1.1	Vision and objectives	8
2.1.2	Incorporation	9
2.1.3	Registered office & principal place of business	9
2.1.4	Tax status	9
2.2	Key management	9
2.2.1	Directors	9
2.2.2	Management	10
2.2.3	External advisors	11
2.3	Organisation structure	11
2.4	Business activities	12
2.5	Environmental projects	12
2.6	Sponsors	12
2.7	Memberships	13
2.8	Governance & management action plan	14
3	Marketing	14
3.1	Services provided	14
3.2	Marketing strategy	14
3.3	Pricing of services	15
3.4	Competition	16
3.5	Competitive advantage	16
3.6	SWOT analysis	17
3.7	Marketing action plan	18
4	Operations	18
4.1	Management systems & processes	18
4.2	Staffing	19



4.3	Licences required	19
4.4	Operations action plan	19
5	Capital requirements	20
6	Recent financial performance	20
7	Projected financial performance	21
7.1	Projected profit & loss	21
7.1.1	Key Performance Indicators	22
7.1.2	Income & expense assumptions	22
7.2	Projected cash flow	23
7.3	Projected balance sheet	24
7.4	Sensitivity analysis	24
7.5	Limitations of financial projections	25
8	Risk analysis	26
Appendices		
	Profit & Loss Summary & Key Performance Indicators	A
	Sensitivity Analysis	B
	Projected Income & Expense Assumptions	C
	Projected Non-Operating Income & Expense Assumptions & Cash Flow Statement	D
	Balance Sheet	E



1 Executive summary

Dhimurru Aboriginal Corporation (“Dhimurru”) ABN 95 520 121 809, ICN 1558 was established on 8 September 1992 by Yolngu traditional owners to undertake natural and cultural resource management activities on their estates in the Gove Peninsula, NT.

1.1 Board of directors

Dhimurru’s Board of Directors are:

Name	Position	Appointed
Yikaki Maymuru	Chairman	09/09/2008
Rarriwuy Marika	Director	09/09/2010
Donga Mununggiritj	Director	09/09/2008
Djawa Yunupingu	Director	11/09/2009
Witiyana Marika	Director	21/01/2010
Yalwundi Marika	Director	11/09/2009
Waylu Wunungmurra	Director	09/09/2008
Djawa Burarrwanga	Director	21/01/2010
Waninya Marika	Director	09/09/2008
Djapirri Mununggurr	Director	09/09/2008

1.2 Key management

1.2.1 Management

Dhimurru’s key management personnel are:

Name	Position
Mandaka Marika	Managing Director
Steve Roeger	Executive Officer
Libby Rayner	Senior Administration Officer
Bawuli Marika	Senior Ranger Miyalk
Lisa Roeger	Miyalk Ranger Facilitator
Banula Marika	Senior Ranger Projects
Paul Augustin	Project Facilitator
Ganbipil (PJ) White	Senior Ranger Sea Country
Vanessa Drysdale	Sea Country Facilitator
Wunun (Daryl) Lacey	Senior Ranger Special Projects



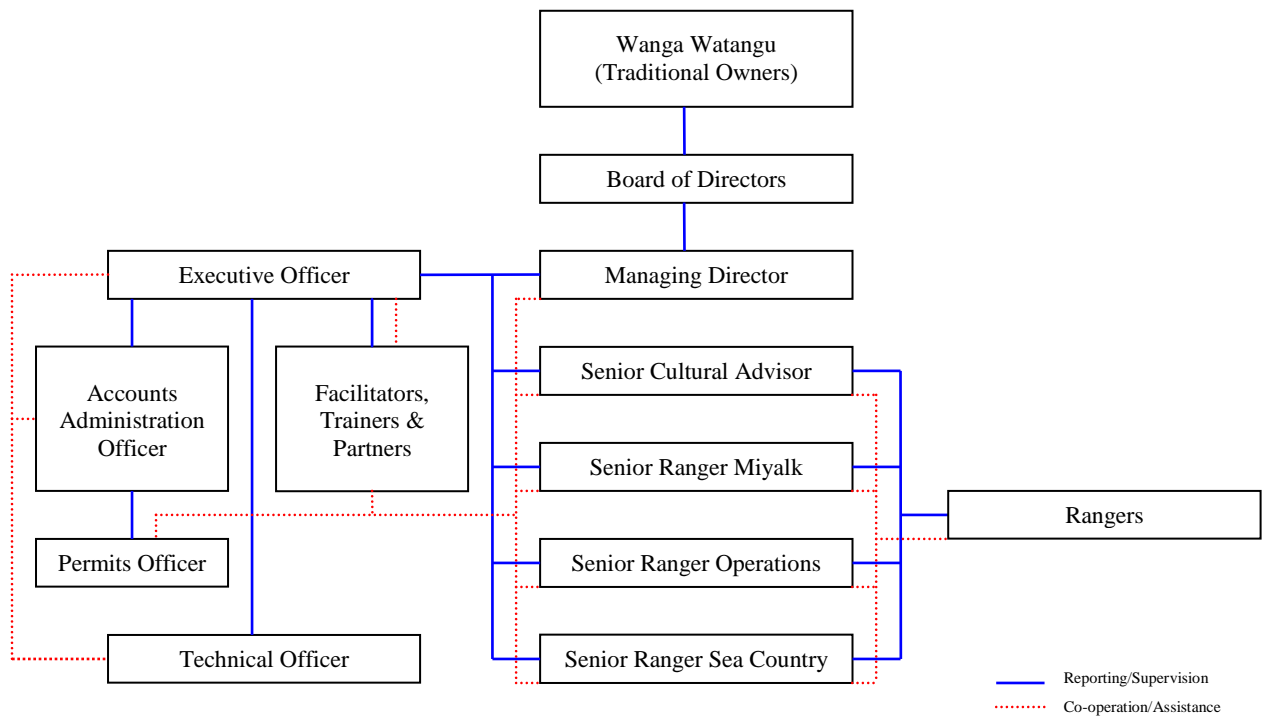
1.2.2 External advisors

Dhimurru works closely with the following external advisors:

- Parks & Wildlife Service Ranger John Papple
- Project Co-ordinator (CSIRO) Dr Ben Hoffman
- CAEPR Research Fellow (ANU) Dr Nanni Concu
- BIITE¹ Helen Clark
- Auditor Andrew Marshall
- Solicitor James Matthews

1.3 Organisation structure

Dhimurru’s organisation structure is:



¹ Batchelor Institute of Indigenous Tertiary Education



1.4 Business activities

Dhimurru's business activities currently include:

- Access permits
- Environmental projects

Dhimurru intends to increase its current business activities to include operation of a short stay accommodation facility adjacent to its premises in Nhulunbuy.

1.5 Customers

Dhimurru provides services to the following customers:

Services	Customers
Access permits	General public, residents, fly in fly out contractors, visiting relatives and tourists.
Short stay accommodation	Visitors to local businesses/Government or tourists.
Environmental projects	Yolngu Business Enterprises, Ghost Nets Australia, Australian Quarantine Inspection Service, NT Government, and Commonwealth Indigenous Protected Area and Working on Country programs.

1.6 Projected financial performance

The projected profit & loss for the 5 years operations, detailed on **Appendices A & C**, are summarised below:

Profit & Loss Summary Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Operating income					
Operating grant funding	1,185	970	1,114	1,157	1,191
Fee for service	147	139	144	148	152
Access permits	160	200	206	212	219
Short stay accommodation	44	68	70	72	74
Other operating income	10	11	11	11	12
	1,546	1,388	1,545	1,600	1,648
Operating expenses					
Employment costs	(1,108)	(1,130)	(1,160)	(1,195)	(1,230)
Operating costs	(441)	(458)	(471)	(485)	(500)
	(1,549)	(1,588)	(1,631)	(1,680)	(1,730)
Operating profit	(3)	(200)	(86)	(80)	(82)



Profit & Loss Summary Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Operating profit	(3)	(200)	(86)	(80)	(82)
Non-operating income					
Capital grant funding	1,578	376	-	-	-
Interest received	36	30	35	36	36
Sponsorships	126	130	134	137	142
Profit on sale of NCA	12	12	12	12	12
	1,752	548	181	185	190
Non-operating expenses					
Depreciation	(83)	(80)	(78)	(75)	(74)
	(83)	(80)	(78)	(75)	(74)
Net profit	1,666	268	17	30	34

The KPIs² are summarised below:

Key Performance Indicators Year ended 30 June	30/06/2011	30/06/2012	30/06/2013	30/06/2014	30/06/2015
Operating profit %	0%	(14%)	(6%)	(5%)	(5%)
Employment costs %	72%	81%	75%	75%	75%
Net surplus/(deficit) %	108%	19%	1%	2%	2%

The projected cash flow for the 5 years operations, detailed on **Appendix D**, is summarised below:

Projected Cash Flow Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Operating receipts					
Receipts from sales	361	418	431	444	457
Operating grants & donations	1,140	1,173	1,261	1,299	1,338
Payment to suppliers & employees	(1,549)	(1,588)	(1,631)	(1,680)	(1,730)
Operating cash surplus	(48)	3	61	63	65
Investing payments					
Purchases of buildings	(768)	-	-	-	-
Purchases of plant & equipment	(70)	(70)	(70)	(70)	(70)
Sales of plant & equipment	12	12	12	12	12
Investing deficit	(826)	(58)	(58)	(58)	(58)

² KPIs Key Performance Indicators



Projected Cash Flow Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Financing receipts					
ABA grant	415	310	-	-	-
ILC grant	165	67	-	-	-
Capital grants received from prior years	978	-	-	-	-
Interest received	35	30	35	36	37
Financing cash surplus	1,593	407	35	36	37
Surplus (deficit) for year	719	352	38	41	44
Opening cash balance	1,283	2,002	2,354	2,392	2,433
Accumulated surplus (deficit)	2,002	2,354	2,392	2,433	2,477

The projected resulting Balance Sheet from the projected Profit & Loss Summary and Cash Flow for the 5 years operations, detailed on **Appendix E**, is summarised below:

Projected Balance Sheet Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Current assets					
Cash	2,002	2,354	2,392	2,433	2,477
Receivables	118	118	118	118	118
	2,120	2,472	2,510	2,551	2,595
Current liabilities					
Payables	(192)	(192)	(192)	(192)	(192)
Financial liabilities	(1)	(1)	(1)	(1)	(1)
Provisions	(71)	(71)	(71)	(71)	(71)
Other	(76)	(150)	(163)	(168)	(173)
	(340)	(414)	(427)	(432)	(437)
Working capital	1,780	2,058	2,083	2,119	2,158
Non current assets					
Plant & equipment	320	310	303	297	292
Buildings	1,550	1,550	1,550	1,550	1,550
	1,870	1,860	1,853	1,847	1,842
Net assets / Equity	3,650	3,918	3,936	3,966	4,000



1.7 Limitations of projections

In preparing this business plan the information has been sourced primarily from Dhimurru's management. This information has not been readily capable of external verification or validation.

The projected financial performance, cash flow requirements and resulting balance sheet are made in good faith and have been based on information available at the date of this plan. KPMG has relied on this information and have not performed anything in the nature of an audit of financial due diligence on the information provided. No warranty of accuracy or reliability is given by KPMG or its respective offices, partners or employees in relation to this information.

Certain information is based on prevailing market, economic and other conditions that can change in relatively short periods of time. Any subsequent changes can materially impact on the projected financial performance, cash flow and resulting balance sheet. KPMG has not undertaken any update of the projections for events or circumstances arising from the date of the business plan.

Person(s) using this business plan are encouraged to understand the assumptions used for the projected financial performance, cash flow requirement and resulting balance sheet and to form their own opinion regarding the reasonableness or otherwise of these assumptions and information used.

1.8 Action plans

The actions plans identified in the business plan are summarised below:

Activity	Action by	When
Governance & management action plan		
Internet payments policy requiring one transaction to be processed at a time.	Libby Rayner	October 2010
Board reporting to include balance sheet, profit & loss, bank reconciliation, aged debtors and creditors.	Libby Rayner	Ongoing
Management reporting to include detailed and consolidated profit & loss and bank reconciliation.	Libby Rayner	Ongoing
Activity	Action by	When
Marketing action plan		
Arrange short stay accommodation listing in Yellow Pages	Libby Rayner	October 2010
Arrange short stay accommodation listing in East Arnhem Region Business & Community Directory	Libby Rayner	October 2010
Update website for new short stay accommodation offering	Libby Rayner	October 2010
Contact Rio Tinto to advise of new short stay accommodation offering	Libby Rayner	October 2010
Update website for new access permit pricing information from 1 July 2011	Libby Rayner	March 2011



Activity	Action by	When
Marketing action plan continued		
Maintain contact with Nhulunbuy Airport for advertising on new Airport Information Screens	Steve Roeger	Ongoing
Maintain contact with East Arnhem Tourism Association for advertising on new Tourist Information Bays	Steve Roeger	Ongoing
Activity		
Operations action plan		
Employ a Senior Cultural Advisor	Mandaka Marika	October 2010
Apply for grant funding from ABA for workshop construction	Steve Roeger	October 2010
Apply for grant funding from ILC for workshop construction	Steve Roeger	October 2010
Apply for Boarding House permit from Department of Health & Families	Libby Rayner	October 2010
Identify an Occupational Health & Safety officer	Steve Roeger	December 2010
Identify OH&S needs for workshop	Steve Roeger	December 2010
Construct workshop	Steve Roeger	August 2011



2 Introduction

2.1 Background

Dhimurru Aboriginal Corporation (“Dhimurru”) ABN 95 520 121 809, ICN 1558 was established on 8 September 1992 by Yolngu traditional owners to undertake natural and cultural resource management activities on their estates in the Gove Peninsula, NT.

2.1.1 Vision and objectives

Dhimurru’s vision is:

“Dhimurru’s vision is guided by the wisdom of our elders who founded Dhimurru. They have inspired us in our work. They exhorted us to look after the land for those who will follow, to protect and maintain it. In 1990 on behalf of the elders Roy Dadaynga Marika said, ‘Be firm and strong for the land, and the strength of your solidarity will sustain you in your cause. The land will exist forever. It must be protected so that it will remain the same, so that it can be seen in the same way that the elders saw it in the past. Our vision and hope is that Yolngu will continue to use the land for all the generations to come.’

The elders said, ‘We the old people hope that Dhuwa and Yirritja land will continue to be looked after through the connection of yothu yindi. All the land is Yirritja and Dhuwa. Our songs, our law, our sacred art, our stories are embedded in the land, which is the foundation of our knowledge. That’s how we see the land; that is what our Land Rights Act says.’

‘The decision-makers are the land owners, the clans that are connected through Yothu Yindi and Mari-Gutharra kinship. They have placed certain areas in the hands of the Dhimurru Committee, which authorises the Dhimurru Rangers to manage and preserve, maintain and protect the areas designated for recreation use.’

‘The landowners put the recreation areas in Dhimurru’s hands to manage. They envisage one committee, one voice, and one body under one umbrella, Dhimurru Land Management. Only Yolngu will make decisions for this land, not government officials or any other person who is not a landowner. We envisage working together with the Parks and Wildlife Commission; we need their help in making our vision a reality. But the only people who made decisions about the land are those who own the law, the people who own the creation stories, the people whose lives are governed by Yolngu law and belief.’”

Dhimurru’s objectives are:

“(a) To assist members of Clan groups comprising the Traditional Aboriginal Owners of land in the Region to protect and utilise their land for their collective benefit and for the benefit of their descendants;



(b) To assist the member of Clan groups whose relationship to coastal waters in the Region is equivalent to the relationship between Traditional Land Owners and their land to protect and utilise such waters for their collective benefit and for the benefit of their descendants; and

(c) To assist the persons referred to in paragraphs (a) and (b) of this clause in developing and implementing sustainable land and sea use and management schemes, measures, arrangements, systems, rules or plans that are consistent with paragraphs (a) and (b) and which are intended to promote and achieve the training and employment of such persons in land and sea-related work and activities.”

2.1.2 Incorporation

Dhimurru Aboriginal Corporation ABN 95 520 121 809, ICN 1558 was incorporated under the *Aboriginal Councils and Associations Act 1976* on 8 September 1992.

2.1.3 Registered office & principal place of business

Registered office: Lot 1620 Arnhem Road, Nhulunbuy, NT.

Principal place of business: Lot 1620 Arnhem Road, Nhulunbuy, NT.

2.1.4 Tax status

Dhimurru is a charitable institution endorsed with the following tax status:

- Income Tax Exemption;
- FBT Rebate; and
- GST Concession.

2.2 Key management

2.2.1 Directors

Dhimurru’s Board of Directors are:

Name	Position	Appointed
Yikaki Maymuru	Chairman	09/09/2008
Rarriwuy Marika	Director	09/09/2010
Donga Mununggiritj	Director	09/09/2008
Djawa Yunupingu	Director	11/09/2009
Witiyana Marika	Director	21/01/2010
Yalwundi Marika	Director	11/09/2009



Name	Position	Appointed
Waylu Wunungmurra	Director	09/09/2008
Djawa Burarrwanga	Director	21/01/2010
Waninya Marika	Director	09/09/2008
Djapirri Mununggurr	Director	09/09/2008

2.2.2 Management

Dhimurru's key management personnel are:

Name	Position	Experience
Mandaka Marika	Managing Director	Senior Rirratjingu land owner and site custodian. Joined Dhimurru in 1993.
Steve Roeger	Executive Officer	Bachelor in Applied Science and extensive project management experience. Joined Dhimurru in 2002.
Libby Rayner	Senior Administration Officer	Extensive experience in providing accounting services in small to medium size business environment. Joined Dhimurru in 2009.
Lisa Roeger	Miyalk Ranger Facilitator	Diploma of Natural Resource Management, Graduate Dipolma in Geographic Information Systems and extensive experience in natural and cultural resource management. Joined Dhimurru in 2009.
Paul Augustin	Project Facilitator	Bachelor of Applied Science and experience in cultural resource management. Joined Dhimurru in 2009.
Vanessa Drysdale	Sea Country Facilitator	Coxswains, experience in business and contract management, marine logistics and tourism operations. Joined Dhimurru in 2008.



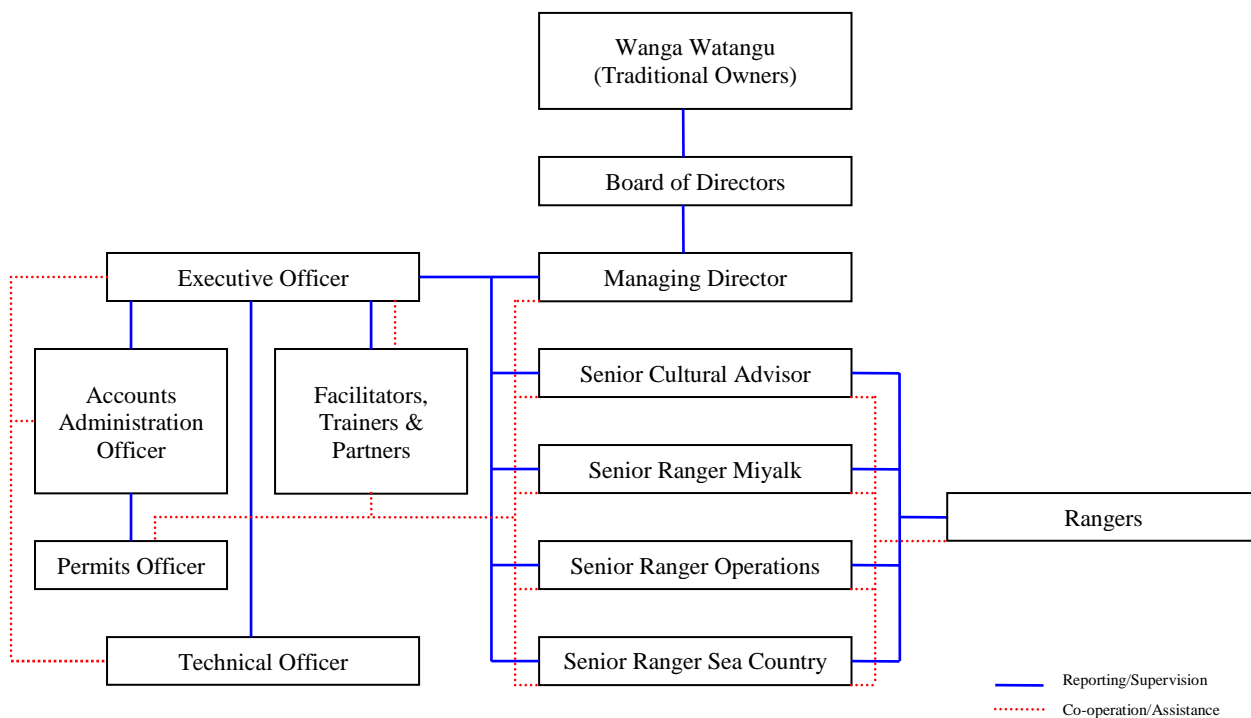
2.2.3 External advisors

Dhimurru works closely with the following external advisors:

Parks & Wildlife Service Ranger	John Papple
Project Co-ordinator (CSIRO)	Dr Ben Hoffman
CAEPR Research Fellow (ANU)	Dr Nanni Concu
BIITE ³	Helen Clark
Auditor	Andrew Marshall
Solicitor	James Matthews

2.3 Organisation structure

Dhimurru’s organisation structure is:



³ Batchelor Institute of Indigenous Tertiary Education



2.4 Business activities

Dhimurru's business activities currently include:

- Access permits
- Environmental projects

Dhimurru intends to increase its current business activities to include operation of a short stay accommodation facility adjacent to its premises in Nhulunbuy.

2.5 Environmental projects

Dhimurru undertakes a number of environmental projects with the assistance of its sponsors. Projects currently in place are:

Environmental Project	Customer
Crazy Ant Management Program	Yolngu Business Enterprises
Removal of Ghost Nets Program	Ghost Nets Australia
Weed Control	Indigenous Protected Area & Working on Country
Feral Animal Control	Indigenous Protected Area & Working on Country
Crocodile Management	Indigenous Protected Area & Working on Country, Parks & Wildlife NT
Quarantine Surveys	Australian Quarantine Inspection Service

2.6 Sponsors

Dhimurru relies on sponsors to fund projects and operations. Sponsors include:

- Yolngu landowners
- Commonwealth Caring for our Community Initiative
- Rio Tinto Alcan Gove Pty Limited
- Batchelor Institute of Indigenous Territory Education
- Yothu Yindi Foundation
- Commonwealth Department of Education, Employment & Workplace Relations
- Laynhapuy Homelands Association
- Gumatj Association
- Rirratjingu Association
- Marngarr Association



- Bunuwul Investments
- Marthakal Rangers
- Ghost Nets Australia
- NT Tourism Commission
- North Australian Land & Sea Management Alliance
- Indigenous Coordination Centre – Miwatj Region
- Nhulunbuy Corporation Limited
- Charles Darwin University
- Parks & Wildlife Commission of the Northern Territory
- NT Department of Infrastructure, Construction & Planning
- NT Department of Business & Employment
- Australian Quarantine Inspection Service
- World Wide Fund for Nature (Australia)
- Department of Natural Resources, Environment, The Arts & Sport
- Northern Land Council
- Aboriginal Benefits Account
- Indigenous Land Corporation
- Community Volunteers
- Australian Conservation Volunteers
- Marine & Coastal Community Network (NT)
- Threatened Species Network (NT)

2.7 Memberships

Dhimurru staff and organisational memberships include:

- Natural Resource Management NT Board
- Lirrwi Aboriginal Corporation (Tourism Hub North East Arnhem)
- East Arnhem Land Tourism Association
- Australian Marine Sciences Association
- Environment Institute of Australia & New Zealand
- Parks Forum
- Australian Ranger Federation
- Miwatj Region Weeds Committee
- East Arnhem Bushfires Council
- Ghost Nets Australia Steering Committee
- Indigenous Protected Area Advisory Committee



2.8 Governance & management action plan

Governance & management action plan	Action by	When
Internet payments policy requiring one transaction to be processed at a time.	Libby Rayner	October 2010
Board reporting to include balance sheet, profit & loss, bank reconciliation, aged debtors and creditors.	Libby Rayner	Ongoing
Management reporting to include detailed and consolidated profit & loss and bank reconciliation.	Libby Rayner	Ongoing

3 Marketing

3.1 Services provided

Dhimurru provides services to the following customers:

Services	Customers
Access permits	General public, residents, fly in fly out contractors, visiting relatives and tourists.
Short stay accommodation	Visitors to local businesses / Government or tourists.
Environmental programs	Yolngu Business Enterprises, Ghost Nets Australia, Australian Quarantine Inspection Service, NT Government, and Commonwealth Indigenous Protected Area and Working on Country programs.

3.2 Marketing strategy

Dhimurru's marketing strategy for business activities include:

Marketing method	Target customers	Cost
Yellow Pages (print & internet)	General public for access permit sales. Visitors for access permit sales and short stay accommodation.	\$500 per annum (print) \$80 per month (internet)
East Arnhem Region Business & Community Directory	General public for access permit sales. Visitors for access permit sales and short stay accommodation.	\$300 per annum
Qantas	Visitors for access permit sales.	Nil



Marketing method	Target customers	Cost
Website	General public for access permit sales. Visitors for access permit sales and short stay accommodation.	\$2,000
Walkabout Lodge	Visitors for access permit sales.	Nil
Airport information screen	Visitors for access permit sales and short stay accommodation.	\$2,000
Information Bay in Nhulunbuy	Visitors for access permit sales and short stay accommodation.	\$2,000

Environmental services are provided to various Government and non-Government bodies. Dhimurru performs environmental services on land owned by traditional owners. The traditional owners have identified Dhimurru as the only agency permitted to deliver services on their country. As such there is no need for Dhimurru to market its ranger services.

3.3 Pricing of services

Pricing policy is summarised below:

Services	Pricing		
	\$	\$	
Access permits	2010/11	2011/12	
	Family permit (annual)	110	125
	Individual permit (annual)	60	70
	Short stay permit (7 days)	20	30
	Visitor permit (2 months)	35	45
	Individual concession permit (annual)	45	55
	Visitor concession permit (2 months)	20	30
Short stay accommodation	Double Room	Twin Room	Bunk Room
	\$75 per person per night (twin share)	\$75 per person per night (twin share)	\$75 per adult per night (twin share)
	\$100 per person (single)	\$100 per person (single)	\$50 per additional person per night
			\$100 per person (single)
Environmental projects	Quoted on job by job basis to cover costs only.		



3.4 Competition

Competition for access permits and environmental services does not exist as Dhimurru is the only agency permitted to issue access permits and deliver services on land owned by traditional owners.

Dhimurru’s short stay accommodation will be subject to competition from the Walkabout Lodge and Gove Peninsula Motel as follows:

Competitor	Product	Price	\$
Walkabout Lodge	Hotel with ensuite, kitchenette, irons and microwaves in rooms. Licenced restaurant and swimming pool available to guests. Continental breakfast included.	Single Double Extra person	195 220 35
Gove Peninsula Motel	Motel with ensuite and kitchenette in rooms. Barbeque area and swimming pool available to guests. Continental breakfast at additional cost.	Single/Double Twin share	154 176

Rio Tinto Alcan also provides accommodation to visitors to Nhulunbuy in the Arnhem Village if all other accommodation in Nhulunbuy is fully booked. As such, Rio Tinto does not pose any competition to Dhimurru’s short stay accommodation service; however Dhimurru will need to advise Rio Tinto of the short stay accommodation service available to the public. Rio Tinto to confirm booking status of short stay accommodation prior to accepting bookings at Arnhem Village accommodation.

3.5 Competitive advantage

Dhimurru has identified the organisation’s competitive advantage as having been identified by traditional owners as the only agency to issue access permits and deliver environmental services on their country.



3.6 SWOT analysis

Dhimurru's identified strengths, weaknesses, opportunities and threats (SWOT) include:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Yolngu Board and Rangers provide strong knowledge of land and sea. • Strong relationships and connections with partnering organisations. • Vision documented and distributed. • Well established organisation with developed work practices and respect of constituents and partners. • Core business sustained with long term contracts consistent with Government policies. • Effective in managing cultural differences between Yolngu and non-Yolngu. • Safe work practices: Remote work policies, two-way radio systems and all staff hold senior first aid certificates. 	<ul style="list-style-type: none"> • Lack of diversity in customer base. • Financial reporting to Board and management (to be formalised). • High costs and time delays due to remote location. • Difficulty in recruiting to senior professional positions due to lack of funding, remote location and cost of housing. • Training cost to address literacy and numeracy standards. • Lack of succession plan for key positions. • Lack of in-house information technology officer.
Opportunities	Threats
<ul style="list-style-type: none"> • Short stay accommodation service. • Tourism/booking agent for Yolngu-owned businesses. • Nursery and propagation of native plants. • Partnering with philanthropic organisations. • Expand tourist camping facilities ie. camp trailer park or managed campground options. 	<ul style="list-style-type: none"> • Change of Government policy having an impact on future contracts.



3.7 Marketing action plan

Marketing action plan	Action by	When
Arrange short stay accommodation listing in Yellow Pages	Libby Rayner	October 2010
Arrange short stay accommodation listing in East Arnhem Region Business & Community Directory	Libby Rayner	October 2010
Update website for new short stay accommodation offering	Libby Rayner	October 2010
Contact Rio Tinto to advise of new short stay accommodation offering	Libby Rayner	October 2010
Update website for new access permit pricing information from 1 July 2011	Libby Rayner	March 2011
Maintain contact with Nhulunbuy Airport for advertising on new Airport Information Screens	Steve Roeger	Ongoing
Maintain contact with East Arnhem Land Tourism Association for advertising on new Tourist Information Bays	Steve Roeger	Ongoing

4 Operations

4.1 Management systems & processes

Dhimurru's management systems and processes include:

System & processes	Requirements
Financial recording & reporting	Financial recording and reporting is performed by Libby Rayner using MYOB ⁴ . Libby is assisted by Andrew Marshall, Dhimurru's external accountant and auditor in the maintenance of accounting records and preparation of monthly management financial reports on performance & financial position.
Bank account	Two signatories required on cheques. Dhimurru has issued three credit cards with low limits to Mandaka Marika, Steve Roeger and Libby Rayner. Internet payments are to be limited to one payment per transaction.
Tax compliance	Dhimurru holds an ABN ⁵ , and is registered for PAYG ⁶ .
Payroll	Employment agreement records, employee leave of absence records, payroll system and Employee Code of Behaviour are in place.
Fixed assets	Security of assets procedure for new workshop is to be prepared (storage, use & maintenance). Fixed asset and insurance registers are in place.

⁴ MYOB A computerised accounting system that is used by Small Medium Enterprise (SME) businesses.

⁵ ABN Australian Business Number

⁶ PAYG Pay As You Go tax deducted from employees wage payments.



4.2 Staffing

Dhimurru employment includes:

Position & program	No	Combined annual salary ⁷ \$'000
Managing Director – Working on Country	1	67
Senior Ranger – Working on Country	4	206
Ranger – Working on Country	5	215
Ranger – Indigenous Protected Area	4	172
Facilitator – Sea Country, Projects & Miyalk Rangers	3	175
Executive Officer	1	85
Administration, Technical Officer & Permit Officer	3	157

4.3 Licences required

Dhimurru is required to obtain a Boarding House licence to operate the short stay accommodation facility. The Boarding House licence is an annual licence issued by the Department of Health & Families under the *Public Health Act 1952*. As Dhimurru intends to let three rooms, the cost of the licence is approximately \$100 per annum.

4.4 Operations action plan

Activity Operations action plan	Action by	When
Employ a Senior Cultural Advisor	Mandaka Marika	October 2010
Apply for grant funding from ABA for workshop construction	Steve Roeger	October 2010
Apply for grant funding from ILC for workshop construction	Steve Roeger	October 2010
Apply for Boarding House permit from Department of Health & Families	Libby Rayner	October 2010
Identify an Occupational Health & Safety officer	Steve Roeger	December 2010
Identify OH&S needs for workshop	Steve Roeger	December 2010
Construct workshop	Steve Roeger	August 2011

⁷ Annual salary + superannuation.



5 Capital requirements

Dhimurru fixed assets requirements during 30/06/2011 to 30/06/2015 years operations, detailed on **Appendix D**, includes:

Assets description	Year	Supplier	Value (estimated) \$'000
Headquarters	2011	Department of Construction	392
Workshop	2011	To be confirmed	575
Motor Vehicle	2011	Gove Motors	70
Motor Vehicle	2012	Gove Motors	70
Motor Vehicle	2013	Gove Motors	70
Motor Vehicle	2014	Gove Motors	70
Motor Vehicle	2015	Gove Motors	70

6 Recent financial performance

The financial performance (profit & loss) for the years ended 30/06/2009 and 30/06/2010 are summarised below:

Profit & Loss Summary Year ended 30 June	30/06/2009 \$'000	30/06/2010 \$'000
Operating income		
Operating grants	1,384	1,618
Fee for service	58	138
Access permits	164	166
	1,606	1,922
Operating expenses		
Employment costs	(817)	(1,071)
Operating costs	(705)	(693)
	(1,522)	(1,764)
Operating profit	84	158
Non-operating income		
Capital grants	-	567
Interest received	23	19
Donations	142	120
Profit/(loss) on sale of non-current assets	14	-
Non-operating expenses		
Depreciation	(81)	(86)
Net Profit	182	778



7 Projected financial performance

The projected financial performance (profit & loss), cash flow and financial position (balance sheet) for the years ended 30/06/2011 to 30/06/2015 years of operations, summarised below, are detailed on the following appendices:

	5 Year Summary Appendix	30/06/2011 Monthly Appendix
Profit & loss summary & key performance indicators	A1	A2
Sensitivity analysis	B1	
Projected income & expense assumptions	C1	C2
Projected non operating income & expenses	D1	D2
Cash flow statement	D1	D2
Balance sheet	E1	E2

7.1 Projected profit & loss

The projected profit & loss for the 5 years operations, detailed on **Appendices A & C**, are summarised below:

Profit & Loss Summary Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Operating income					
Operating grant funding	1,185	970	1,114	1,157	1,191
Fee for service	147	139	144	148	152
Access permits	160	200	206	212	219
Short stay accommodation	44	68	70	72	74
Other operating income	10	11	11	11	12
	1,546	1,388	1,545	1,600	1,648
Operating expenses					
Employment costs	(1,108)	(1,130)	(1,160)	(1,195)	(1,230)
Operating costs	(441)	(458)	(471)	(485)	(500)
	(1,549)	(1,588)	(1,631)	(1,680)	(1,730)
Operating profit	(3)	(200)	(86)	(80)	(82)
Non-operating income					
Capital grant funding	1,578	376	-	-	-
Interest received	36	30	35	36	36
Sponsorships	126	130	134	137	142
Profit on sale of NCA	12	12	12	12	12
	1,752	548	181	185	190
Non-operating expenses					
Depreciation	(83)	(80)	(78)	(75)	(74)
	(83)	(80)	(78)	(75)	(74)
Net profit	1,666	268	17	30	34



7.1.1 Key Performance Indicators

The KPIs⁸ are summarised below:

Key Performance Indicators Year ended 30 June	30/06/2011	30/06/2012	30/06/2013	30/06/2014	30/06/2015
Operating profit %	0%	(14%)	(6%)	(5%)	(5%)
Employment costs %	72%	81%	75%	75%	75%
Net surplus/(deficit) %	108%	19%	1%	2%	2%

7.1.2 Income & expense assumptions

Income assumptions are as follows:

- a) Working on Country funding will continue into 2014 and 2015 financial years.
- b) Indigenous Protected Area funding will continue into 2014 and 2015 financial years.
- c) Access permit pricing to increase by an average of 25% from 1 July 2011. Thereafter, annual increase in access permit fees is projected to be 3% p.a.
- d) Merchandise, visitor guides and miscellaneous sales are projected to increase at a rate of 3% p.a.
- e) Short stay accommodation is available from 1 November 2010 for 365 nights per year at a starting rate of \$120 per room per night (average rate used to account for differences in revenue per room depending on number of guests).
- f) Short stay accommodation is projected to achieve 50% occupancy.
- g) The price of short stay accommodation is projected to increase at a rate of 3% p.a.
- h) Cleaning costs for short stay accommodation are estimated to represent 20% of revenue generated.
- i) Electricity costs for short stay accommodation are estimated to represent 5% of revenue generated.
- j) All employment and operating expenses are projected to increase at a rate of 3% p.a. from 2011 financial year budgeted figures.
- k) Interest is received on opening cash balances at a rate of 1.5% p.a.
- l) Depreciation on plant & equipment is calculated at a rate of 25% p.a.
- m) Staff accommodation expense is projected to decrease from 2012 financial year onwards, as Dhimurru has grant funding approved to construct two flats, each containing two bedrooms, in addition to a three bedroom house. Upon completion of construction in the quarter ended 30 September 2011, staff will be housed in this new accommodation, thereby reducing accommodation costs.
- n) Dhimurru is seeking to employ a new Cultural Advisor. Employment costs for this position are included in budgeted figures from 1 July 2010.

⁸ KPIs Key Performance Indicators



7.2 Projected cash flow

The projected cash flow for the next 5 years operations, detailed in **Appendix D**, is summarised below:

Projected Cash Flow Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Operating receipts					
Receipts from sales	361	418	431	444	457
Operating grants & donations	1,140	1,173	1,261	1,299	1,338
Payment to suppliers & employees	(1,549)	(1,588)	(1,631)	(1,680)	(1,730)
Operating cash surplus	(48)	3	61	63	65
Investing payments					
Purchases of buildings	(768)	-	-	-	-
Purchases of plant & equipment	(70)	(70)	(70)	(70)	(70)
Sales of plant & equipment	12	12	12	12	12
Investing deficit	(826)	(58)	(58)	(58)	(58)
Financing receipts					
ABA grant	415	310	-	-	-
ILC grant	165	67	-	-	-
Capital grants received from prior years	978	-	-	-	-
Interest received	35	30	35	36	37
Financing cash surplus	1,593	407	35	36	37
Surplus (deficit) for year	719	352	38	41	44
Opening cash balance	1,283	2,002	2,354	2,392	2,433
Accumulated surplus (deficit)	2,002	2,354	2,392	2,433	2,477

Cash flow assumptions include:

- Sales are made on a cash basis.
- Payments to suppliers and employees are made in cash.
- ILC funding to new workshop construction is estimated to be \$100,000 (to be confirmed).
- ABA funding to new workshop construction is estimated to be \$475,000 (to be confirmed).
- Dhimurru receives Working on Country and Indigenous Protected area grant funding in advance of accruing the corresponding project expenses.
- Dhimurru receives capital grant funding from ILC and ABA in the month after completion of each stage of capital projects.



7.3 Projected balance sheet

The projected resulting Balance Sheet from the projected profit & loss summary and cash flow for the 5 years operations, detailed on **Appendix E**, are summarised below:

Projected Balance Sheet Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Current assets					
Cash	2,002	2,354	2,392	2,433	2,477
Receivables	118	118	118	118	118
	2,120	2,472	2,510	2,551	2,595
Current liabilities					
Payables	(192)	(192)	(192)	(192)	(192)
Financial liabilities	(1)	(1)	(1)	(1)	(1)
Provisions	(71)	(71)	(71)	(71)	(71)
Other	(76)	(150)	(163)	(168)	(173)
	(340)	(414)	(427)	(432)	(437)
Working capital	1,780	2,058	2,083	2,119	2,158
Non current assets					
Plant & equipment	320	310	303	297	292
Buildings	1,550	1,550	1,550	1,550	1,550
	1,870	1,860	1,853	1,847	1,842
Equity	3,650	3,918	3,936	3,966	4,000

7.4 Sensitivity analysis

Net surplus/(deficit) sensitivity to an increase or decrease in operating revenue, assuming employment and operating costs remain constant:

Sensitivity Analysis Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Revenue decreases 10%	1,512	129	(137)	(130)	(131)
Revenue decreases 5%	1,589	199	(60)	(50)	(49)
Revenue increases 5%	1,744	338	95	110	116
Revenue increases 10%	1,821	407	172	190	199

Net surplus/(deficit) sensitivity to an increase or decrease in employment costs, assuming operating revenue and operating costs remain constant:

Sensitivity Analysis Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Employment costs increase 10%	1,555	156	(99)	(89)	(89)
Employment costs increase 5%	1,611	212	(41)	(30)	(28)
Employment costs decrease 5%	1,722	325	75	90	95
Employment costs decrease 10%	1,777	382	133	150	157



Net surplus/(deficit) sensitivity to an increase or decrease in operating costs, assuming operating revenue and employment costs remain constant:

Sensitivity Analysis Year ended 30 June	30/06/2011 \$'000	30/06/2012 \$'000	30/06/2013 \$'000	30/06/2014 \$'000	30/06/2015 \$'000
Operating costs increase 10%	1,622	223	(30)	(18)	(16)
Operating costs increase 5%	1,644	246	(6)	6	9
Operating costs decrease 5%	1,688	292	41	54	59
Operating costs decrease 10%	1,710	314	64	79	84

7.5 Limitations of financial projections

In preparing this business plan the information has been sourced primarily from Dhimurru's management. This information has not been readily capable of external verification or validation.

The projected financial performance, cash flow requirements and resulting balance sheet are made in good faith and have been based on information available at the date of this plan. KPMG has relied on this information and have not performed anything in the nature of an audit of financial due diligence on the information provided. No warranty of accuracy or reliability is given by KPMG or its respective offices, partners or employees in relation to this information.

Certain information is based on prevailing market, economic and other conditions that can change in relatively short periods of time. Any subsequent changes can materially impact on the projected financial performance, cash flow and resulting balance sheet. KPMG has not undertaken any update of the projections for events or circumstances arising from the date of the business plan.

Person(s) using this business plan are encouraged to understand the assumptions used for the projected financial performance, cash flow requirement and resulting balance sheet and to for their own opinion regarding the reasonableness or otherwise of these assumptions and information used.



8 Risk analysis

The following business risks and risk management strategies were identified:

Business risk identified	Dhimurru risk management strategy
Funds being incorrectly allocated due to irregularity of Board meetings or decisions not based on Dhimurru objectives.	Established and documented vision, management plans, policies and procedures.
Loss of access permit income due to permit system abolished by Government.	Monitoring political debate and legislation and lobbying against the threat.
Loss of future grant income as a result of Government funds being incorrectly allocated.	Financial reports are prepared on a timely basis and provided to management and the Board. The external accountant regularly monitors the businesses accounting records.
Loss of staff from key management positions.	Executive Officer employed on a 3 year contract. Organisation operates under a team structure reducing reliance on the Executive Officer. Software used in the business is generic and widely understood.
Loss of future contract work due to poor performance.	Work is undertaken as a team. Work is planned on a weekly basis. Performance is monitored and reported on a weekly basis.
Contract work targets not satisfied as a result of seasonal climatic conditions.	Work activities and programs are designed to work around seasonal climatic restrictions.
Contract work targets not satisfied as a result of equipment breakdown.	Dhimurru has a number of each asset type to perform the same function. Arrangements are in place with key suppliers to provide repair services.
Contract targets not satisfied or significant increase in insurance costs due to accidents involving employees, motor vehicles and equipment.	Appropriate insurance cover is in place. All staff are required to have Senior First Aid certificates. Dhimurru has policies for working in remote locations, a two-way radio system is in place and personal protection equipment is provided. Dhimurru is seeking an OH&S Officer and provides skills development training.
Financial losses incurred from operations.	Monthly financial reports provided to management.
Temporary or permanent destruction of office/management information.	Most information is digital and remotely backed-up on a weekly basis. Arrangements with partners to have temporary accommodation. Adequate insurance cover is maintained.
Loss of future income due to Government changes to policies concerning the management of land and sea country covered by funding agreements.	Monitoring policies and lobbying against the threat.

DHIMURRU ABORIGINAL CORPORATION

Appendix A1

Profit & Loss Summary

	30/06/2009 (actual)	30/06/2010 (actual)	30/06/2011 (projected)	30/06/2012 (projected)	30/06/2013 (projected)	30/06/2014 (projected)	30/06/2015 (projected)
Revenue							
Operating grant funding	1,384,432	1,617,921	1,184,828	970,032	1,114,316	1,156,692	1,191,393
Fee for service	57,974	137,727	147,184	139,564	143,751	148,063	152,505
Permits	164,516	166,853	160,000	200,000	206,000	212,180	218,545
Short stay accommodation	-	-	43,560	67,671	69,701	71,792	73,946
Other operating income	-	-	10,500	10,815	11,139	11,474	11,818
Total revenue	1,606,922	1,922,501	1,546,072	1,388,082	1,544,908	1,600,201	1,648,207
Operating expenses							
Employment costs	816,923	1,071,298	1,108,435	1,130,328	1,159,818	1,194,613	1,230,451
Operating costs	705,785	693,222	440,768	457,449	471,172	485,307	499,867
Total operating expenses	1,522,708	1,764,520	1,549,203	1,587,777	1,630,990	1,679,920	1,730,318
Operating surplus(deficit)	84,214	157,981	(3,131)	(199,695)	(86,083)	(79,719)	(82,111)
Non-operating income							
Capital grant funding	-	567,055	1,578,422	376,667	-	-	-
Interest received	22,691	18,770	35,615	30,034	35,318	35,892	36,502
Sponsorships	141,848	120,279	125,909	129,686	133,577	137,584	141,712
Profit/(loss) on sale on non-current assets	14,317	-	12,000	12,000	12,000	12,000	12,000
Total non-operating income	178,856	706,104	1,751,946	548,387	180,895	185,476	190,213
Non-operating expenses							
Depreciation	80,984	86,114	82,567	80,015	77,512	75,634	74,225
Total non-operating expenses	80,984	86,114	82,567	80,015	77,512	75,634	74,225
Net surplus(deficit)	182,086	777,971	1,666,248	268,676	17,301	30,123	33,877
Key Performance Indicators							
Operating profit %	5%	8%	0%	-14%	-6%	-5%	-5%
Employment expenses %	51%	56%	72%	81%	75%	75%	75%
Net surplus/(deficit) %	11%	40%	108%	19%	1%	2%	2%

DHIMURRU ABORIGINAL CORPORATION
Appendix A2
Profit & Loss Summary

	31/07/2010 (projected)	31/08/2010 (projected)	30/09/2010 (projected)	31/10/2010 (projected)	30/11/2010 (projected)	31/12/2010 (projected)	31/01/2011 (projected)	28/02/2011 (projected)	31/03/2011 (projected)	30/04/2011 (projected)	31/05/2011 (projected)	30/06/2011 (projected)	Total 2011 (projected)
Revenue													
Operating grant funding	247,208	88,202	88,202	88,202	88,202	88,202	88,202	103,682	76,182	76,182	76,182	76,182	1,184,828
Fee for service	8,099	8,099	33,099	8,099	8,099	8,099	8,099	8,099	33,099	8,099	8,099	8,099	147,184
Permits	18,824	18,824	18,824	9,412	9,412	9,412	9,412	9,412	9,412	9,412	18,824	18,824	160,000
Short stay accommodation	-	-	-	-	5,400	5,580	5,580	5,040	5,580	5,400	5,580	5,400	43,560
Other operating income	875	875	875	875	875	875	875	875	875	875	875	875	10,500
Total revenue	275,005	115,999	140,999	106,587	111,987	112,167	112,167	127,107	125,147	99,967	109,559	109,379	1,546,072
Operating expenses													
Employment costs	92,370	92,370	92,370	92,370	92,370	92,370	92,370	92,370	92,370	92,370	92,370	92,370	1,108,435
Operating costs	31,883	31,883	76,883	31,983	33,503	33,557	33,557	33,395	33,557	33,503	33,557	33,503	440,768
Total operating expenses	124,253	124,253	169,253	124,353	125,873	125,927	125,927	125,765	125,927	125,873	125,927	125,873	1,549,203
Operating surplus(deficit)	150,752	(8,254)	(28,254)	(17,766)	(13,886)	(13,760)	(13,760)	1,343	(779)	(25,905)	(16,368)	(16,494)	(3,131)
Non-operating income													
Capital grant funding	332,887	332,887	332,887	-	391,429	-	-	-	-	-	-	188,333	1,578,422
Interest received	1,603	3,372	3,565	3,424	2,807	3,172	2,976	2,852	3,179	3,087	2,963	2,615	35,615
Sponsorships	125,909	-	-	-	-	-	-	-	-	-	-	-	125,909
Profit/(loss) on sale on non-current assets	-	-	-	-	-	12,000	-	-	-	-	-	-	12,000
Total non-operating income	460,399	336,259	336,452	3,424	394,236	15,172	2,976	2,852	3,179	3,087	2,963	190,949	1,751,946
Non-operating expenses													
Depreciation	6,930	6,785	6,644	6,506	6,370	6,237	7,566	7,408	7,254	7,103	6,955	6,810	82,567
Total non-operating expenses	6,930	6,785	6,644	6,506	6,370	6,237	7,566	7,408	7,254	7,103	6,955	6,810	82,567
Net surplus(deficit)	604,222	321,219	301,554	(20,847)	373,980	(4,825)	(18,350)	(3,214)	(4,855)	(29,922)	(20,360)	167,645	1,666,248
Key Performance Indicators													
Operating profit %	55%	-7%	-20%	-17%	-12%	-12%	-12%	1%	-1%	-26%	-15%	-15%	0%
Employment expenses %	34%	80%	66%	87%	82%	82%	82%	73%	74%	92%	84%	84%	72%
Net surplus/(deficit) %	220%	277%	214%	-20%	334%	-4%	-16%	-3%	-4%	-30%	-19%	153%	108%

DHIMURRU ABORIGINAL CORPORATION
Sensitivity Analysis

Appendix B1

	30/06/2011 (projected)	30/06/2012 (projected)	30/06/2013 (projected)	30/06/2014 (projected)	30/06/2015 (projected)
Revenue decrease by 10%	1,511,641	129,868	(137,190)	(129,897)	(130,943)
Revenue decrease by 5%	1,588,944	199,272	(59,945)	(49,887)	(48,533)
Revenue increase by 5%	1,743,552	338,080	94,546	110,133	116,288
Revenue increase by 10%	1,820,855	407,484	171,791	190,143	198,698
Employment costs increase by 10%	1,555,405	155,643	(98,681)	(89,338)	(89,168)
Employment costs increase by 5%	1,610,826	212,160	(40,690)	(29,607)	(27,645)
Employment costs decrease by 5%	1,721,670	325,193	75,292	89,854	95,400
Employment costs decrease by 10%	1,777,092	381,709	133,282	149,584	156,922
Operating costs increase by 10%	1,622,171	222,931	(29,817)	(18,408)	(16,109)
Operating costs increase by 5%	1,644,210	245,804	(6,258)	5,858	8,884
Operating costs decrease by 5%	1,688,286	291,549	40,859	54,389	58,871
Operating costs decrease by 10%	1,710,325	314,421	64,418	78,654	83,864

DHIMURRU ABORIGINAL CORPORATION

Appendix C1.1

Projected Income & Expense Assumptions

	30/06/2009 (actual)	30/06/2010 (actual)	30/06/2011 (projected)	30/06/2012 (projected)	30/06/2013 (projected)	30/06/2014 (projected)	30/06/2015 (projected)
Operating income							
<u>Operating grant funding</u>							
Opening unexpended operating grants			247,208	76,182	149,770	163,209	168,106
Working on country - operational		3%	179,008	174,783	193,143	198,937	204,905
Working on country - wages		3%	506,414	524,348	579,429	596,812	614,717
Working on country - flexible positions		3%	53,380	54,490	58,183	59,929	61,727
Indigenous protected area - operational		3%	275,000	290,000	297,000	305,910	315,087
Closing unexpended operating grants			(76,182)	(149,770)	(163,209)	(168,106)	(173,149)
Total operating grant funding	1,384,432	1,617,921	1,184,828	970,032	1,114,316	1,156,692	1,191,393
<u>Fee for service income</u>							
Ghost nets		3%	25,661	14,395	14,827	15,272	15,730
Marrngarr contract		3%	50,000	51,500	53,045	54,636	56,275
AQIS contract		3%	21,523	22,169	22,834	23,519	24,224
Miscellaneous fee for service		3%	50,000	51,500	53,045	54,636	56,275
Total fee for service income	57,974	137,727	147,184	139,564	143,751	148,063	152,505
<u>Permits</u>							
Total permit sales	164,517	166,853	160,000	200,000	206,000	212,180	218,545
<u>Short stay accommodation</u>							
Price per room/per night		3%		124	127	131	135
Rooms available				3	3	3	3
Days available				365	365	365	365
Occupancy				50%	50%	50%	50%
Total short stay accommodation income	-	-	43,560	67,671	69,701	71,792	73,946
<u>Other operating income</u>							
Merchandise		3%	500	515	530	546	563
Visitor guides		3%	1,000	1,030	1,061	1,093	1,126
Miscellaneous sales		3%	9,000	9,270	9,548	9,835	10,130
Total other operating income			10,500	10,815	11,139	11,474	11,818
Total operating income	1,606,923	1,922,501	1,546,072	1,388,082	1,544,908	1,600,201	1,648,207
Operating expenses							
<i>Expense inflator</i>				3%	3%	3%	3%
<u>Employment costs</u>							
Provision for annual leave	26,793	37,652	-	-	-	-	-
Staff accommodation	-	-	24,621	14,000	10,000	10,300	10,609
Staff relocation	-	-	2,000	2,060	2,122	2,185	2,251
Staff training & welfare	11,685	22,568	12,500	12,875	13,261	13,659	14,069
Superannuation contributions	58,505	81,370	88,292	90,941	93,669	96,479	99,373
Wages	719,940	929,708	981,022	1,010,453	1,040,766	1,071,989	1,104,149
Total employment costs	816,923	1,071,298	1,108,435	1,130,328	1,159,818	1,194,613	1,230,451

Projected Income & Expense Assumptions

Appendix C1.2

Projected Income & Expense Assumptions

	30/06/2009 (actual)	30/06/2010 (actual)	30/06/2011 (projected)	30/06/2012 (projected)	30/06/2013 (projected)	30/06/2014 (projected)	30/06/2015 (projected)
Operating expenses							
<i>Expense inflator</i>				3%	3%	3%	3%
<u>Operating costs</u>							
Administration costs	5,273	782	-	-	-	-	-
Advertising	7,361	1,546	5,600	5,768	5,941	6,119	6,303
Auditor's remuneration	8,236	9,550	10,550	10,867	11,192	11,528	11,874
Bank charges	3,757	4,687	4,600	4,738	4,880	5,027	5,177
Camping equipment	1,124	4,317	5,000	5,150	5,305	5,464	5,628
Catering & consumables	22,372	13,245	5,500	5,665	5,835	6,010	6,190
Ceremonial expenses	-	-	2,500	2,575	2,652	2,732	2,814
Cleaning - office	3,696	4,410	6,000	6,180	6,365	6,556	6,753
Cleaning - short stay	-	-	8,712	13,534	13,940	14,358	14,789
Consultancy fees	160,225	218,286	62,000	63,860	65,776	67,749	69,782
Computer expenses	57,903	20,795	15,000	15,450	15,914	16,391	16,883
Electricity - office	2,188	2,488	10,000	10,300	10,609	10,927	11,255
Electricity - short stay accommodation	-	-	4,356	3,384	3,485	3,590	3,697
Firearms	1,129	10,583	3,000	3,090	3,183	3,278	3,377
Freight & cartage	7,442	4,509	6,000	6,180	6,365	6,556	6,753
General expenses	7,917	9,487	5,000	5,150	5,305	5,464	5,628
Health & safety equipment	-	-	2,500	2,575	2,652	2,732	2,814
Helicopter	14,388	31,173	10,000	10,300	10,609	10,927	11,255
Hire of plant & equipment	14,016	19,386	10,000	10,300	10,609	10,927	11,255
Insurance	30,444	37,840	45,000	46,350	47,741	49,173	50,648
Licences	-	-	100	103	106	109	113
Materials & supplies	126,351	98,454	37,000	38,110	39,253	40,431	41,644
Merchandise	-	-	500	515	530	546	563
Meeting costs	206	-	300	309	318	328	338
Motor vehicle expenses	70,028	77,634	79,500	81,885	84,342	86,872	89,478
Postage	15	132	500	515	530	546	563
Printing & stationery	16,586	17,491	6,500	6,695	6,896	7,103	7,316
Rates & taxes	-	11,164	12,000	12,360	12,731	13,113	13,506
Repairs & maintenance	20,040	3,983	4,250	4,378	4,509	4,644	4,783
Subscriptions	2,580	5,902	6,000	6,180	6,365	6,556	6,753
Telephone	12,525	20,710	22,500	23,175	23,870	24,586	25,324
Travelling expenses	93,397	46,998	31,800	32,754	33,737	34,749	35,791
Uniforms	12,247	11,793	12,500	12,875	13,261	13,659	14,069
Vessel operations	4,339	5,877	6,000	6,180	6,365	6,556	6,753
Total operating costs	705,785	693,222	440,768	457,449	471,172	485,307	499,867

Projected Income & Expense Assumptions

Appendix C2.2

Projected Income & Expense Assumptions

	31/07/2010 (projected)	31/08/2010 (projected)	30/09/2010 (projected)	31/10/2010 (projected)	30/11/2010 (projected)	31/12/2010 (projected)	31/01/2011 (projected)	28/02/2011 (projected)	31/03/2011 (projected)	30/04/2011 (projected)	31/05/2011 (projected)	30/06/2011 (projected)	Total 2011 (projected)
Operating expenses													
<u>Operating costs</u>													
Administration costs		-	-	-	-	-	-	-	-	-	-	-	-
Advertising	\$ 5,600	467	467	467	467	467	467	467	467	467	467	467	5,600
Auditor's remuneration	\$ 10,550	879	879	879	879	879	879	879	879	879	879	879	10,550
Bank charges	\$ 4,600	383	383	383	383	383	383	383	383	383	383	383	4,600
Camping equipment	\$ 5,000	417	417	417	417	417	417	417	417	417	417	417	5,000
Catering & consumables	\$ 5,500	458	458	458	458	458	458	458	458	458	458	458	5,500
Ceremonial expenses	\$ 2,500	208	208	208	208	208	208	208	208	208	208	208	2,500
Cleaning	\$ 6,000	500	500	500	500	500	500	500	500	500	500	500	6,000
Cleaning - short stay 20%		-	-	-	-	1,080	1,116	1,116	1,008	1,116	1,080	1,116	8,712
Consultancy fees	\$ 62,000	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	5,167	62,000
Computer expenses	\$ 15,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	1,250	15,000
Electricity - office	\$ 10,000	833	833	833	833	833	833	833	833	833	833	833	10,000
Electricity - short stay accommodation 10%		-	-	-	-	540	558	558	504	558	540	558	4,356
Firearms	\$ 3,000	250	250	250	250	250	250	250	250	250	250	250	3,000
Freight & cartage	\$ 6,000	500	500	500	500	500	500	500	500	500	500	500	6,000
General expenses	\$ 5,000	417	417	417	417	417	417	417	417	417	417	417	5,000
Health & safety equipment	\$ 2,500	208	208	208	208	208	208	208	208	208	208	208	2,500
Helicopter	\$ 10,000	833	833	833	833	833	833	833	833	833	833	833	10,000
Hire of plant & equipment	\$ 10,000	833	833	833	833	833	833	833	833	833	833	833	10,000
Insurance		-	-	45,000	-	-	-	-	-	-	-	-	45,000
Licences		-	-	-	100	-	-	-	-	-	-	-	100
Materials & supplies	\$ 37,000	3,083	3,083	3,083	3,083	3,083	3,083	3,083	3,083	3,083	3,083	3,083	37,000
Merchandise	\$ 500	42	42	42	42	42	42	42	42	42	42	42	500
Meeting costs	\$ 300	25	25	25	25	25	25	25	25	25	25	25	300
Motor vehicle expenses	\$ 79,500	6,625	6,625	6,625	6,625	6,625	6,625	6,625	6,625	6,625	6,625	6,625	79,500
Postage	\$ 500	42	42	42	42	42	42	42	42	42	42	42	500
Printing & stationery	\$ 6,500	542	542	542	542	542	542	542	542	542	542	542	6,500
Rates & taxes	\$ 12,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000
Repairs & maintenance	\$ 4,250	354	354	354	354	354	354	354	354	354	354	354	4,250
Subscriptions	\$ 6,000	500	500	500	500	500	500	500	500	500	500	500	6,000
Telephone	\$ 22,500	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	1,875	22,500
Travelling expenses	\$ 31,800	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	2,650	31,800
Uniforms	\$ 12,500	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	1,042	12,500
Vessel operations	\$ 6,000	500	500	500	500	500	500	500	500	500	500	500	6,000
Total operating costs		31,883	31,883	76,883	31,983	33,503	33,557	33,557	33,395	33,557	33,503	33,557	440,768

DHIMURRU ABORIGINAL CORPORATION

Appendix D1

Projected Income & Expense Assumptions

			30/06/2011 (projected)	30/06/2012 (projected)	30/06/2013 (projected)	30/06/2014 (projected)	30/06/2015 (projected)
Non-operating income							
Opening unexpended capital grants	-	-	998,660	-	-	-	-
Grants received	-	1,565,715	579,762	376,667	-	-	-
Closing unexpended capital grants	-	(998,660)	-	-	-	-	-
Total capital grant funding	-	567,055	1,578,422	376,667	-	-	-
Interest received	22,691	18,770	35,615	30,034	35,318	35,892	36,502
Sponsorships	141,848	120,279	125,909	129,686	133,577	137,584	141,712
Profit on sale of non-current assets	14,317	-	12,000	12,000	12,000	12,000	12,000
Total non-operating income	178,856	1,273,159	1,751,946	548,387	180,895	185,476	190,213
Non-operating expenses							
Depreciation	80,984	86,114	82,567	80,015	77,512	75,634	74,225
Total non-operating expenses	80,984	86,114	82,567	80,015	77,512	75,634	74,225

DHIMURRU ABORIGINAL CORPORATION
Cash Flow Statement

	30/06/2011 (projected)	30/06/2012 (projected)	30/06/2013 (projected)	30/06/2014 (projected)	30/06/2015 (projected)
Cash flow from operating activities					
Receipts from sales	361,244	418,050	430,591	443,509	456,814
Operating grants & sponsorships	1,139,711	1,173,306	1,261,333	1,299,172	1,338,148
Payment to suppliers & employees	(1,549,203)	(1,587,777)	(1,630,990)	(1,679,920)	(1,730,318)
Net cash from operating activities	(48,248)	3,579	60,933	62,761	64,644
Cash flow from investing activities					
Purchases of buildings	(768,095)	-	-	-	-
Purchases of plant & equipment	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
Sale of plant & equipment	12,000	12,000	12,000	12,000	12,000
Net cash used for investing activities	(826,095)	(58,000)	(58,000)	(58,000)	(58,000)
Cash flow from financing activities					
ABA grant	415,000	310,000	-	-	-
ILC grant	164,762	66,667	-	-	-
Capital grants received from prior years	978,572	-	-	-	-
Interest received	35,615	30,034	35,318	35,892	36,502
Net cash used in financing activities	1,593,949	406,701	35,318	35,892	36,502
Net increase in cash held	719,606	352,280	38,251	40,653	43,146
Cash at the beginning of year	1,282,659	2,002,265	2,354,545	2,392,796	2,433,449
Cash at end of year	2,002,265	2,354,545	2,392,796	2,433,449	2,476,595

DHIMURRU ABORIGINAL CORPORATION

Appendix D2

Projected Income & Expense Assumptions

	31/07/2010 (projected)	31/08/2010 (projected)	30/09/2010 (projected)	31/10/2010 (projected)	30/11/2010 (projected)	31/12/2010 (projected)	31/01/2011 (projected)	28/02/2011 (projected)	31/03/2011 (projected)	30/04/2011 (projected)	31/05/2011 (projected)	30/06/2011 (projected)	Total 2011 (projected)
Non-operating income													
Opening unexpended capital grants	998,660	665,773	332,887	-	-	-	-	-	-	-	-	-	998,660
Grants received	-	-	-	-	391,429	-	-	-	-	-	-	188,333	579,762
Closing unexpended capital grants	(665,773)	(332,887)	-	-	-	-	-	-	-	-	-	-	-
Total capital grant funding	332,887	332,887	332,887	-	391,429	-	-	-	-	-	-	188,333	1,578,422
Interest received	1.5% 1,603	3,372	3,565	3,424	2,807	3,172	2,976	2,852	3,179	3,087	2,963	2,615	35,615
Sponsorships	125,909	-	-	-	-	-	-	-	-	-	-	-	125,909
Profit on sale of non-current assets	-	-	-	-	-	12,000	-	-	-	-	-	-	12,000
Total non-operating income	460,399	336,259	336,452	3,424	394,236	15,172	2,976	2,852	3,179	3,087	2,963	190,949	1,751,946
Non-operating expenses													
Depreciation	25.0% 6,930	6,785	6,644	6,506	6,370	6,237	7,566	7,408	7,254	7,103	6,955	6,810	82,567
Total non-operating expenses	6,930	6,785	6,644	6,506	6,370	6,237	7,566	7,408	7,254	7,103	6,955	6,810	82,567

DHIMURRU ABORIGINAL CORPORATION
Cash Flow Statement

	31/07/2010 (projected)	31/08/2010 (projected)	30/09/2010 (projected)	31/10/2010 (projected)	30/11/2010 (projected)	31/12/2010 (projected)	31/01/2011 (projected)	28/02/2011 (projected)	31/03/2011 (projected)	30/04/2011 (projected)	31/05/2011 (projected)	30/06/2011 (projected)	Total 2011 (projected)
Cash flow from operating activities													
Receipts from sales	27,797	27,797	52,797	18,385	23,785	23,965	23,965	23,425	48,965	23,785	33,377	33,197	361,244
Operating grants & sponsorships	531,369	247,500	-	-	-	-	-	360,842	-	-	-	-	1,139,711
Payment to suppliers & employees	(124,253)	(124,253)	(169,253)	(124,353)	(125,873)	(125,927)	(125,927)	(125,765)	(125,927)	(125,873)	(125,927)	(125,873)	(1,549,203)
Net cash from operating activities	434,914	151,044	(116,456)	(105,967)	(102,087)	(101,961)	(101,961)	258,503	(76,961)	(102,087)	(92,550)	(92,676)	(48,248)
Cash flow from investing activities													
Purchases of buildings	-	-	-	(391,429)	-	-	-	-	-	-	(188,333)	(188,333)	(768,095)
Purchases of plant & equipment	-	-	-	-	-	(70,000)	-	-	-	-	-	-	(70,000)
Sale of plant & equipment	-	-	-	-	-	12,000	-	-	-	-	-	-	12,000
Net cash used for investing activities	-	-	-	(391,429)	-	(58,000)	-	-	-	-	(188,333)	(188,333)	(826,095)
Cash flow from financing activities													
ABA grant	-	-	-	-	260,000	-	-	-	-	-	-	155,000	415,000
ILC grant	-	-	-	-	131,429	-	-	-	-	-	-	33,333	164,762
Capital grants received from prior years	978,572	-	-	-	-	-	-	-	-	-	-	-	978,572
Interest received	1,603	3,372	3,565	3,424	2,807	3,172	2,976	2,852	3,179	3,087	2,963	2,615	35,615
Net cash used in financing activities	980,175	3,372	3,565	3,424	394,236	3,172	2,976	2,852	3,179	3,087	2,963	190,949	1,593,949
Net increase in cash held	1,415,089	154,416	(112,891)	(493,972)	292,148	(156,790)	(98,986)	261,355	(73,783)	(99,001)	(277,920)	(90,060)	719,606
Cash at the beginning of month	1,282,659	2,697,748	2,852,164	2,739,274	2,245,302	2,537,450	2,380,660	2,281,674	2,543,029	2,469,246	2,370,245	2,092,325	1,282,659
Cash at end of month	2,697,748	2,852,164	2,739,274	2,245,302	2,537,450	2,380,660	2,281,674	2,543,029	2,469,246	2,370,245	2,092,325	2,002,265	2,002,265

DHIMURRU ABORIGINAL CORPORATION

Appendix E1

Balance Sheet

	30/06/2009 (actual)	30/06/2010 (actual)	30/06/2011 (projected)	30/06/2012 (projected)	30/06/2013 (projected)	30/06/2014 (projected)	30/06/2015 (projected)
Current assets							
Cash	1,002,408	1,282,659	2,002,265	2,354,545	2,392,796	2,433,449	2,476,595
Receivables	296,654	1,096,399	117,827	117,827	117,827	117,827	117,827
	<u>1,299,062</u>	<u>2,379,058</u>	<u>2,120,092</u>	<u>2,472,372</u>	<u>2,510,623</u>	<u>2,551,276</u>	<u>2,594,422</u>
Non current assets							
Plant & equipment	298,386	332,629	320,061	310,046	302,535	296,901	292,676
Buildings	216,589	781,695	1,549,790	1,549,790	1,549,790	1,549,790	1,549,790
	<u>514,975</u>	<u>1,114,324</u>	<u>1,869,852</u>	<u>1,859,837</u>	<u>1,852,325</u>	<u>1,846,691</u>	<u>1,842,466</u>
Total assets	<u>1,814,037</u>	<u>3,493,382</u>	<u>3,989,944</u>	<u>4,332,209</u>	<u>4,362,948</u>	<u>4,397,968</u>	<u>4,436,888</u>
Current liabilities							
Payables	91,169	191,653	191,653	191,653	191,653	191,653	191,653
Financial liabilities	-	1,092	1,092	1,092	1,092	1,092	1,092
Provisions	33,521	71,174	71,174	71,174	71,174	71,174	71,174
Unexpended grants	483,723	1,245,868	76,182	149,770	163,209	168,106	173,149
	<u>608,413</u>	<u>1,509,787</u>	<u>340,101</u>	<u>413,689</u>	<u>427,128</u>	<u>432,025</u>	<u>437,068</u>
Total liabilities	<u>608,413</u>	<u>1,509,787</u>	<u>340,101</u>	<u>413,689</u>	<u>427,128</u>	<u>432,025</u>	<u>437,068</u>
Net assets	<u>1,205,624</u>	<u>1,983,595</u>	<u>3,649,843</u>	<u>3,918,519</u>	<u>3,935,820</u>	<u>3,965,943</u>	<u>3,999,821</u>
Equity	<u>1,205,624</u>	<u>1,983,595</u>	<u>3,649,843</u>	<u>3,918,519</u>	<u>3,935,820</u>	<u>3,965,943</u>	<u>3,999,820</u>

DHIMURRU ABORIGINAL CORPORATION

Balance Sheet

	31/07/2010 (projected)	31/08/2010 (projected)	30/09/2010 (projected)	31/10/2010 (projected)	30/11/2010 (projected)	31/12/2010 (projected)	31/01/2011 (projected)	28/02/2011 (projected)	31/03/2011 (projected)	30/04/2011 (projected)	31/05/2011 (projected)	30/06/2011 (projected)
Current assets												
Cash	2,697,748	2,852,164	2,739,274	2,245,302	2,537,450	2,380,660	2,281,674	2,543,029	2,469,246	2,370,245	2,092,325	2,002,265
Receivables	117,827	117,827	117,827	117,827	117,827	117,827	117,827	117,827	117,827	117,827	117,827	117,827
	<u>2,815,575</u>	<u>2,969,991</u>	<u>2,857,101</u>	<u>2,363,129</u>	<u>2,655,277</u>	<u>2,498,487</u>	<u>2,399,501</u>	<u>2,660,856</u>	<u>2,587,073</u>	<u>2,488,072</u>	<u>2,210,152</u>	<u>2,120,092</u>
Non current assets												
Plant & equipment	325,699	318,913	312,269	305,764	299,394	363,156	355,591	348,182	340,929	333,826	326,871	320,061
Buildings	781,695	781,695	781,695	1,173,124	1,173,124	1,173,124	1,173,124	1,173,124	1,173,124	1,173,124	1,361,457	1,549,790
	<u>1,107,394</u>	<u>1,100,609</u>	<u>1,093,965</u>	<u>1,478,888</u>	<u>1,472,518</u>	<u>1,536,281</u>	<u>1,528,715</u>	<u>1,521,307</u>	<u>1,514,053</u>	<u>1,506,950</u>	<u>1,688,329</u>	<u>1,869,852</u>
Total assets	<u>3,922,969</u>	<u>4,070,600</u>	<u>3,951,066</u>	<u>3,842,017</u>	<u>4,127,795</u>	<u>4,034,768</u>	<u>3,928,216</u>	<u>4,182,163</u>	<u>4,101,126</u>	<u>3,995,023</u>	<u>3,898,481</u>	<u>3,989,944</u>
Current liabilities												
Payables	191,653	191,653	191,653	191,653	191,653	191,653	191,653	191,653	191,653	191,653	191,653	191,653
Financial liabilities	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092	1,092
Provisions	71,174	71,174	71,174	71,174	71,174	71,174	71,174	71,174	71,174	71,174	71,174	71,174
Unexpended grants	1,071,234	897,645	476,557	388,355	300,153	211,952	123,750	380,910	304,728	228,546	152,364	76,182
	<u>1,335,153</u>	<u>1,161,564</u>	<u>740,476</u>	<u>652,274</u>	<u>564,072</u>	<u>475,871</u>	<u>387,669</u>	<u>644,829</u>	<u>568,647</u>	<u>492,465</u>	<u>416,283</u>	<u>340,101</u>
Total liabilities	<u>1,335,153</u>	<u>1,161,564</u>	<u>740,476</u>	<u>652,274</u>	<u>564,072</u>	<u>475,871</u>	<u>387,669</u>	<u>644,829</u>	<u>568,647</u>	<u>492,465</u>	<u>416,283</u>	<u>340,101</u>
Net assets	<u>2,587,817</u>	<u>2,909,036</u>	<u>3,210,590</u>	<u>3,189,743</u>	<u>3,563,722</u>	<u>3,558,897</u>	<u>3,540,547</u>	<u>3,537,334</u>	<u>3,532,479</u>	<u>3,502,558</u>	<u>3,482,198</u>	<u>3,649,843</u>
Equity	<u>2,587,817</u>	<u>2,909,036</u>	<u>3,210,590</u>	<u>3,189,743</u>	<u>3,563,722</u>	<u>3,558,897</u>	<u>3,540,547</u>	<u>3,537,334</u>	<u>3,532,479</u>	<u>3,502,558</u>	<u>3,482,198</u>	<u>3,649,843</u>