

1. EXECUTIVE SUMMARY

The Kunbarllanjja Employment and Enterprise Scoping Project identifies key elements associated with the development of employment opportunities and enterprises that will assist the economic and social development of Gunbalanya.

The project provides a local profile and overview of the community, its infrastructure and key community organisations.

The employment profile identifies current employment, local employment in community jobs and barriers to employment.

Reference is made to previous studies and reports carried out by the Kunbarllanjja Community Government Council in earlier community planning exercises.

The employment and enterprise opportunities section identifies enterprise and economic opportunities and suggests linking of appropriate strategies to improve enterprise outcomes.

The skills profile was excluded from this project during the project discussion phase.

The implementation plan identifies the actions and resources required to bring the opportunities to reality. Basic feasibility comment is provided on a range of enterprise suggestions with a view to filtering the list to an achievable number. All suggested enterprise options have been included to assist stimulate future community discussions.

The implementation plan recommends the establishment of an employment and enterprise coordination committee to enable the community to participate in their own future development as a key recommendation of this project.

The action plan makes the following recommendations:

- Kunbarllanjja Community Government Council to resolve to act as the lead agency in promoting and facilitating the Employment and Enterprise projects in Gunbalanya.
- Establish an Employment and Enterprise Coordinating Committee as outlined in the Scoping Project.
- Employment and Enterprise Coordinating Committee to review findings of the EESP and establish priorities for community projects.
- Support the organisations and agencies that are committed to developing sustainable employment or enterprise initiatives that benefit the local community.
- Identify the range of funding sources available to assist with the implementation of the initiatives.
- Develop a submission for funding of an Enterprise Development Officer to provide support to enterprises and to mentor the managers in the initial years of establishment.
- Review resources critical to success of each project:
 - money
 - human resources and skills
 - time
 - technology
 - equipment

2. LOCAL PROFILE

2.1 Background

Kunbarllanjja, also known as Oenpelli, is a restricted traditional Aboriginal community located on the western edge of the Arnhem Land Aboriginal Land Trust area and access is controlled by permit from the Traditional Owner, through the Northern Land Council or the Council Office.

Kunbarllanjja is located 320 km east of Darwin by road and 175 nautical miles by air (flying time 1 hour). It is approximately 58 km north north-east of Jabiru by road and 20 minutes by air.

The town is situated on a small ridge between coastal black soil plain, marshes and the Arnhemland Escarpment.

Road access is possible during the ‘dry-season’ April to December. ‘Wet-season’ access is by air charter only. The road is bitumen except for the last 17 km from Cahill’s Crossing at the East Alligator River.

There are restrictions on the amount and type of fuel sold in the town. The Council has banned the use of petrol because of problems with petrol sniffing.

There are approximately 1,000 Aboriginal and 120 non-Aboriginal people living at Kunbarllanjja.

There are eight outstations in the region that are associated with and serviced from Kunbarllanjja, with a total population which varies between 200 people in the ‘wet-season’ and 400 people during the ‘dry-season’.

The majority of the Aboriginal residents are Kunwinjku (“fresh water”) people, whose traditional land extends from Oenpelli, to the Mann and Liverpool rivers in the east and just short of the coastline to the north.

To the south-west the East Alligator river marks the border of Kakadu National Park and the country of the Gagadju people.

In Kunbarllanjja there are 25 clan groups and Kunwinjku is the major language group. The Mandjoringunjg Clan are the Traditional Owners of the land where the town is located. The Senior Traditional Owner is Donald Gumurdul.

2.2 History

Paddy Cahill had been shooting Buffalos in the region since the early 1890’s; in 1906 he took up a pastoral lease over the Gunbalanya area and established a dairy herd there. Aboriginal people began to settle in the Oenpelli area at the time of the establishment of the cattle station.

In 1916 the Commonwealth Government purchased Cahill’s enterprise and established an experimental dairy and butter factory, which Cahill managed.

“Oenpelli Reserve” (ca. 5000 sq km) was proclaimed in 1920, and the “Arnhem Land Reserve” (ca. 96000 sq km) in 1931; these two and several other reserves in the area were combined under the latter name in 1963.

Cahill left the area permanently in 1924.

The well-established settlement was handed over to the Anglican Church Mission Society (CMS). The CMS continued to manage Oenpelli community until 1972 when in line with Federal Government policy of self determination the CMS effected the handover of responsibility for the conduct of the various enterprises and services to the Aboriginal community.

The Gunbalanya Council Incorporated was established and the Certificate of Incorporation of an Association under the Northern Territory Associations Incorporation Ordinance 1963 was issued on 8 December 1976.

The objectives of the Association were to:

- promote the welfare and development of the citizens of Oenpelli Township and adjoining areas that are tribally accepted by the Gunbalanya Council;
- arrange the provision and maintenance of education, education training, employment, housing, health, town management and other services;
- foster the preservation and development of traditional and other cultural and recreational activities.

The Gunbalanya Council Incorporated applied for and was granted status as a Community Government Council under the NT Local Government Act.

The Kunbarllanjja Community Government Scheme was approved on 31 May 1995 and the Kunbarllanjja Community Government Council was formed for the Gunbalanya community.

The Community Government area boundaries are provided in the scheme, which covers a 530 sq km area around Gunbalanya.

The programs covered in the Kunbarllanjja Community Government Corporate Plan are grouped into five program areas:

- Administration
- Environmental Issues
- Infrastructure
- Community Services and
- Economic Development

2.3 Cultural Information

The majority of the Aboriginal residents are Kunwinjku (“fresh water”) people whose traditional land extends from Oenpelli to the Mann and Liverpool rivers in the east, and just short of the coastline to the north.

In Kunbarllanjja there are 25 clan groups and Kunwinjku is the major language group.

The Mandjoringunjg Clan are the Traditional Owners of the land where the town is located, the Senior Traditional Owner is Donald Gumurdul.

The Senior Traditional Owner associated with the area between Cahill's Crossing and the Mandjoringunjg Land is Jacob Nayinggul.

The most important part of bridging the communication gap with Kunwinjku people is learning about the skin group system. The skin group names are absolutely fundamental to daily life. Even if you don't intend to learn any other Kunwinjku, memorising the skin group system will be a huge advantage.

The main language spoken in Oenpelli is Kunwinjku. Traditionally, none of the Aboriginal languages were written. Since European contact, linguist, educators and language speakers have developed writing systems for these languages. Kunwinjku has had a written alphabet for over thirty years. This spelling system was developed in conjunction with Kunwinjku people.

2.4 Demographic Analysis

There is reasonable agreement between the organisations and official statistics that the population of Kunbarllanjja is approximately 1,100 people with an outstation population of approximately 400 people.

The database at the Oenpelli Health Centre provided the following information:

141	under 4 years
425	4-14 years
556	15-34 years
294	35-49 years
112	50-64 years
31	65 years and over

The 1,560 people on the database included Outstations and also people who attended the clinic whilst visiting Kunbarllanjja. There may be people living on the community who have not attended the Health Centre.

2.5 Key Community Infrastructure and Condition

Roads: The road leading from Darwin and Jabiru to Cahill's Crossing (East Alligator River) is sealed, however the road from Cahill's Crossing to Oenpelli is formed gravel and in reasonable condition, though there are localised instances of damage and scouring after heavy rains.

The majority of roads within the Oenpelli township are sealed and in reasonably sound condition.

The road between the town and the airstrip has recently been sealed which is a significant improvement for wet season access.

There is no road access to Oenpelli between mid-December to mid-April when "wet-season" runoff covers the floodplains and completely cuts the roads.

The lack of year round road access impacts heavily on the economy of the town.

Airstrips: The Gunbalanya airstrip and apron are sealed with permanent pilot activated airport lighting.

The airstrip is 1320 metres in length. There are airstrips located at a number of outstations; these are unsealed and only capable of taking light planes.

Access by air is the only option during the wet season.

Communications: Gunbalanya has good communications with radio and television services.

Television channels available are ABC, SBS, Imparja and Central Seven.

Telephone lines provide ISDN coverage from a recently installed satellite and microwave system.

An Internet Café and Video Conferencing facility funded through the Electronic Outback program commenced operation in January 2002.

Housing: There are 160 houses in the Oenpelli township with 90 allocated for community occupation and 70 for employee housing. The community houses on average, have an occupancy rate of 14.5 people per household and a general lifespan of 10-12 years. Multiple family households are not uncommon.

The additional housing need is estimated to be for 93 houses, however there are currently only 22 vacant serviced sites.

The repair and maintenance of community housing is a key element of the Council's Corporate Plan within the Building and Housing Program.

The Council employs a well-resourced building construction and maintenance team.

Power: The community's electricity is supplied by both high voltage and low voltage distribution networks, generated by a diesel power station. The Power Station consists of 3 diesel generators, each 400,500 and 600 kW respectively. At the height of the buildup, the peak demand on the power station is currently 650-700kW. The peak capacity with the current generator configuration is 1.4mw. PAWA intends to upgrade the 500kW generator to 800kW when funds become available.

Power generation on outstations is via diesel generators and solar battery packs, and some hybrid systems.

Water Supply: The community is supplied with water from a borefield and natural springs approximately 2.5km south-east of the community (4.5 km by road). Currently, 8 bores pump water into a 370kL transfer tank located at the borefield. There are two bores that are currently not in use.

The borefield is currently operating above its recommended maximum yield. The nature of the aquifer means that only a small yield can be obtained from each bore (1-2.5L/s) and despite the trial of special screening techniques, a useful increase in yield has not been achieved. Four new

bores have been sunk in the past 12 years, however this number of bores still struggles to supply the community in the evenings.

The natural springs are located on top of the Escarpment, approximately 6 km south-east of the community. Water from the springs is collected at a weir (Fish Creek Weir) and pumped to the borefield transfer tank. Chlorine gas is used at the borefield transfer tank to disinfect the water.

From the borefield transfer tank, water is pumped to the community storage tanks via transfer pumps. The transfer pumps have recently been upgraded from a rated flow of 12L/s to 18L/s. The community tanks have a combined storage capacity of 740kL, from which water is reticulated by gravity throughout the community. The average community demand is 15L/s (with a peak demand of 30L/s). On a normal day, the volume of the community tanks is sufficient to last the day, however, during a day of high demand, the same volume lasts approximately 20 hours. This suggests that an upgrade in storage is required, particularly when it is considered that if a fire occurs in the community, the demand will be increased dramatically. Also, if a power failure occurs, the transfer pumps will be unable to fill the community tanks.

Due to a scarcity of water from the borefield during the dry season, water for irrigation of the oval, gardens, school and other grassed areas is drawn from the lagoon to the east of the community (Gunbalanya Lagoon). A floating intake transfers water from the Lagoon to irrigation water storage tanks.

The community drinking water supply has a minimum design pressure of 10m. However, certain houses (eg. housing in the south-western corner of the community) often experience total loss of water pressure. To counteract this, residents have installed overhead storage tanks that are permanently connected to the water supply, allowing for the tanks to be filled when suitable pressure is available. PAWA guidelines specify a normal minimum head requirement of 20m, and 10m under fire flow situation. Therefore, measures to improve the water pressure in the community are required.

PAWA and community members have advised that some water shortages have been experienced towards the end of the dry season. One of the main causes of this shortage is believed to be water wastage due to bad plumbing maintenance within community housing. It has also been suggested that ageing pipe-work (4 different types are used throughout the community) and partially blocked house connections are contributing to water wastage and the lack of water pressure in the houses.

3. EMPLOYMENT PROFILE

3.1 Key Community Organisations

There are a number of community organisations that provide services to the community such as administration, education and health. These include:

- a. Kunbarllanjja Community Government Council
- b. Demed Outstation Resource Centre
- c. Oenpelli Health Clinic/Centre
- d. Gunbalanya Community School

a. Kunbarllanjja Community Government Council

Civil Works: The Kunbarllanjja Community Government Council is responsible for the repair and maintenance of 665 km of unsealed roads, 11.6 km of sealed roads and a further 300 km of Transport and Works roads under various contracts.

The Kunbarllanjja Civil Works Crew consists of:

- 1 x Supervisor
- 1 x Plant Operator
- 2 x Civil Contractors (inc. equipment)
- 4 x local plant operators (local)

The plant and machinery for the Kunbarllanjja Civil Works Crew includes:

- 2 x traytop Toyota Landcruiser
- 2 x graders
- 1 x flat drum roller
- 1 x multi tyre roller
- 2 x front end loaders
- 1 x prime mover
- 2 x water tankers (25,000 litre, 15,000 litre)
- 1 x sidetipper
- 1 x float
- 1 x dolly trailer
- 1 x flattop trailer
- 1 x dozer
- 1 x mobile fuel tanker (16,000 litre)
- 2 x fully equipped road crew accommodation
- 1 x water container (15,000 litre)
- 2 x 15kva generators

Housing: The Kunbarllanjja Council Housing Crew consists of:

- 1 x carpenter plus 3 apprentices
- 1 x plumber plus 1 assistant and 2 apprentices
- 1 x electrician plus 2 x trades assistants
- 2 x bricklayer contractors plus 2 local assistants
- 1 x concreter plus 1 CDEP assistant
- 1 x contract concreter plus 3 local assistants
- 1 x fencing supervisor plus 5 assistants

- 2 x contract roofers plus 2 assistants
- garbage team – 3 local

Mechanical Workshop: The Kunbarllanjja Council Mechanical Workshop is well equipped and employs 2 tradesmen mechanics and 3 local assistants who are attempting to commence certification training.

Hospitality Precinct: The Council's Hospitality Precinct consists of a renovated 5-bedroom guesthouse and 4 cabins. There are proposals to increase the number of cabins. The Hospitality Precinct employs a part-time coordinator and 2 assistants.

Community Store: The Community Store is owned and operated by the Kunbarllanjja Community Government Council.

The store sells food, whitegoods, electrical, clothing, toys, homewares, manchester, fishing and sporting goods. The store is open 7 days a week. Opening hours are from 7am to 6pm Monday to Friday and 8am to 12noon on Saturday and Sunday. The Store employs:

- 1 x Manager
- 1 x Assistant Manager
- 1 x part-time bookkeeper
- 1 x full-time checkout supervisor
- 5 x local checkout and shop floor staff

There is a takeaway food outlet operating from the community store, which is open between 7am to 8pm 7 days per week.

The takeaway employs 2 full-time cooks and 2 local staff (with an additional person on-call).

There was reference to the considerable family pressures placed on local staff where cash and goods (cigarettes) are involved.

Store management is currently considering the training needs of the staff. There is none occurring at this point in time.

Structured on-site training in the community is considered to be the most appropriate approach to be taken for training delivery.

Proposals are being developed for the construction of a new store to the rear of the existing store. The supermarket will be a new purpose built building and the existing store will then be replaced with a range of specialty shops.

The specialty shops might include:

- Video hire/games
- Internet café/coffee shop
- Takeaway food
- Bakery
- Hairdresser
- function room/tour groups

Apart from the specialist skills required it is envisaged that an additional 10 local people would be employed as a result of the new infrastructure.

Issues

Housing for specialist staff is identified as a major issue with the current shortage of staff housing causing concern.

Productivity of the local workforce in general was questioned and concern expressed about the impact on the community of the lunchtime opening hours at the Gunbalanya Sports and Social Club, particularly from Monday-Thursday. Lunchtime trading on Friday does not have the same community impact because the Council closes at 12 noon on Fridays and little productive work occurs past that time.

The impact of regular royalty payments was identified as a disincentive to work by some people. The observation was not explored further as part of the current consultancy.

Within the store management group were a married couple who had spent time working in Nguiu on Bathurst Island and some comparisons were drawn between Oenpelli and the Tiwi Islands.

The existence of the Tiwi Islands Training and Employment Board which coordinated regional training initiatives provided a practical model that could be considered at Oenpelli.

On the Tiwi Islands there is much more impetus and encouragement for local initiatives provided by local leaders.

Local leadership and drive from local bininj leaders is not as evident at Oenpelli.

There is greater community commitment to school attendance and educational achievement at Nguiu. The proximity to Darwin for the final years of schooling was an obvious advantage for Tiwi children.

Proximity to Darwin also enabled greater understanding of the operation of a larger community and the employment opportunities that exist in Darwin.

Additional employment and enterprise opportunities raised in discussion include:

- Building and housing
- All balanda staff to have bininj in training
- Water/soft drink production
- Women working in nursery/market garden
- Expansion of Gunbalanya Meatworks
- Explore joint-venture potential
- Making clothes (eg. school clothes)
- Chicken farm (eggs, meat)

Women’s Resource Centre: The Women’s Resource Centre coordinates the Home and Community Care (HACC) program, and provides a venue for local women to meet and enjoy participating in a range of social and recreation activities.

There is a coordinator position and in addition there are 3 local women employed.

The range of community services provided from the Women’s Resource Centre include:

- preparing and distributing meals on wheels for the elderly, the young and the invalid
- assisting women to collect material for traditional art and craft work
- providing day care facilities for the children of working mothers
- providing instruction in the safe and proper use of household appliances and safe food preparation
- providing a facility for the telling of traditional stories

Arrguluk CDEP: The Arrguluk CDEP at Gunbalanya operates as a program of the Kunbarllanjnja Community Government Council with 125 participants.

The Arrguluk CDEP is managed for the Kunbarllanjnja Community Government Council by the Djabulukgu Association, the Kakadu Outstation Aboriginal service organisation.

The management arrangements enable the combined use of scarce management resources in this remote area across four organisations: Djabulukgu Association, Jabiru Town Council, Kunbarllanjnja Community Government Council and Energy Resources of Australia (ERA). The management arrangements are innovative and successful, with each of the organisations gaining significant benefits from sharing of resources.

The CDEP Coordinators position has been funded for the past four years by ERA (part of the Rio Tinto Group).

The CDEP program also works toward a reasonable level of commercial income and involvement with programs funded by other agencies.

The Arrguluk CDEP has an Advisory Committee to assist in making recommendations to Council about CDEP operations and to develop training plans and work plans with the CDEP participants.

The Arrguluk CDEP has identified horticulture and tourism as the two enterprise areas to focus on in the medium term.

The recent appointment of a horticulturist to work with Kunbarllanjnja Community Government Council and other organisations is directed towards developing horticultural projects and business opportunities in Gunbalanya and the region.

Projects include home gardens, streetscaping, market gardening and developing a plant nursery.

There are strong linkages to the Demed CDEP and its horticultural aspirations for developing bush tucker foods and medicinal plants.

The current consultancy supports the development of a feasibility study and business plan for the enterprise with the bush tucker and native medicinal plant components of the business plan being subject of a separate specific study.

Tourism as an enterprise option has been raised by other parties and the Arrguluk CDEP is willing to become involved in training for tourism employment options.

The concern is that there has been no feasibility work carried out to identify the target markets and commercial realities of the options being put forward.

There is an emphasis on developing strong youth well-being and family support programs. These programs are at varying stages of development.

There is a strong view that the community does not appreciate and understand the level of dysfunction that exists which in turn reduces commitment to program outcomes.

The development of training positions in community management with local youth workers indicates a movement towards increased local self-management for the community.

There was a suggestion made to develop a local Youth Council to place ownership and control on youth issues with the target group. The relative merits of this suggestion need to be discussed by the Council.

The funding for the 29 place Structured Training and Employment Program (STEP) contains a component for a fully funded Training Coordinator position which will be of significant benefit to the community.

The goal of accredited training and certification being attached to training places will raise the skill levels of the workforce.

The CDEP training projects will place emphasis on the individuals and their training outcomes.

There is a view that employment opportunities will become available for local people if bininj will take them up.

The need to address communication with the community on programs available, project successes and generally what is happening was discussed.

Issues - Training

The barriers associated with achievement of training outcomes and group performance were identified as:

- Community needs to value education
- lack of numeracy and literacy skills
- lack of regular attendance and reliability
- impact of alcohol on community life (lunch-time drinking)
- lack of work ethic
- English is a second language
- lack of understanding of workplace
- lack of community leadership and encouragement
- lack of commitment

- lack of role models
- poor time-management (turning up late)
- lack of human resources to manage individual performance

The appointment of the Training Coordinator and greater use of mentors in the workplace are actions that can be directed toward improvement in performance and training outcomes.

BRACS: There is a need to re-establish a strong BRACS program that can give publicity to community activities. TEABBA have indicated support in training for the BRACS team and it can be part of the CDEP program.

The BRACS program could be extended to community newsletters as well as radio and television components.

The development of a Multimedia project as a CDEP/BRACS activity could be supported.

b. Demed Outstation Resource Centre

The Demed Outstation Resource Centre was established in 1976 when the outstation responsibilities were separated from the work of the Oenpelli Council.

The establishment of outstations had commenced with the development of Gumarderr in 1967 and there were eight outstations in existence at the time of the separation of the organisations in 1976.

Overview

During the sixties and seventies a significant number of people living at Oenpelli both expressed and demonstrated their determination to move to and to establish small communities on family or clan land. Initially they did this with limited support from the Oenpelli Council and the Church Missionary Society. From time to time small grants were received from the Government. The context for this movement changed very dramatically in the 1970s. In December 1972 Gough Whitlam was elected as Prime Minister with a clear policy of granting Land Rights in the Northern Territory. The visit of the Woodward Land Rights Commission to Oenpelli for hearings provided further encouragement for these Aboriginal families wanting to return to their own land.

There are currently seven outstations operating under the umbrella of the Demed Outstation Resource Centre: Gamarrgawan, Gudjekbinj, Gumarrirrbang, Mamadawerre, Manmoyi, Marlgowa and Mikginj Valley.

There are approximately 400 residents on the outstations, with populations ranging from 3-15 to 100 people.

The Demed Outstation Resource Centre has its offices and workshops located in Oenpelli.

The people wanting to move to outstations generally shared these objectives:

- to live on their land at a subsistence level;
- some centres were considering trapping or live catching buffaloes to supply to the Oenpelli abattoirs – Wulwunj, Mangulkan, Mikginj;
- mineral prospecting and fossicking was planned for Kudjumarndi;

- leading artists planned to live at Gumarderr, Marlwon, and Manmoyi and generate income to contribute to the operation of the outstations;
- at Gurrhgurr people want to hunt and care for country. They are concerned over the number of people travelling on the Maningrida road which goes close to an important site;
- older adults want to teach their children about their land;
- many people prefer to live in smaller centres and so avoid the inter-group conflict that exists in communities like Oenpelli and Maningrida;
- some centres may become weekend retreats for family members who work at Oenpelli;
- some outstations have been established as ‘dry’ communities to avoid the conflict from excessive drinking.

Employment and Opportunities

The Demed Outstation Resource Centre provides administrative and logistic support to the outstations located in the catchments of the East Alligator River, the Gumardirr River, Coopers Creek, Murganella and the Mann River and Liverpool River area.

Demed oversees a Community Development Employment Program (CDEP) which provides work opportunities for 181 participants (73 female; 108 male) who reside on the various outstations.

The range of positions within the operations of Demed include:

- Manager
- Assistant Manager
- Bookkeeper
- Office Manager
- Office/agency functions
- Centrelink
- Bank
- Payroll
- Reception/mail
- CDEP Manager
- Child Care
- Mechanical Workshop
- Plumber
- Land Management Coordinator

Demed management has identified a number of positions that could provide opportunities for training of local Aboriginal people.

The identified positions and number of potential training opportunities include:

- Manager 1
- Assistant Manager 1
- Bookkeeper 1
- Office Manager 1
- Office/Agency functions
- Centrelink 2
- Bank 2
- Payroll 2
- Receptionist/mail 2
- CDEP Manager 1

- Mechanical workshop 4
- Plumber 1
- Land Management 2
- Child Care 2

Constraints on implementing the training opportunities include the prerequisite for numeracy and literacy skills. There is a lack of basic education which requires 1:1 mentoring.

The female orientation of the workforce brings specific issues with it, such as children/parental responsibilities, domestic violence and other family obligations.

The mechanical workshop has 2 qualified mechanics and 6 Aboriginal assistants. The ratio of mechanics to trainees is 1:1 with an opportunity for dispensation to allow a 2:1 ratio for trainees per mechanic.

The potential for employing a trainer/mechanic with the objective of improving training outcomes was raised for consideration. There are limitations on the time available for training when there is a significant workload of vehicles and machinery to be fixed and put back into operation within the organisation.

Demed employs 1 nurse to oversee health issues on the homelands, and a clear opportunity exists to employ 2 Aboriginal Health Workers as assistants.

Each of the outstations could support on-site Aboriginal Health Workers, with numbers ranging from 3 on some outstations and 2 or 1 on others. There is a requirement for additional mentor funding to implement such a training initiative.

Demed has identified the need to modify the method of providing training for office skills where it is considered block training of one week per month would be far more successful than the current training methods.

There are mini-supermarkets/stores on six of the outstations, which have the potential for development as mini businesses, although there is a need for upgrading the facilities.

There is a need for provision of on-site delivery of training in business competencies such as numeracy/literacy, stock control, use of calculators and business concepts. The outstations have determined that a certain percentage of profits generated will be used to reduce the food costs and some towards extra wages for the staff.

The land management section of Demed is known as the Adjumarllarl Community Rangers team. The Adjumarllal Community Rangers Plan of Operation 2002 has identified a number of land management issues to be dealt with which include:

- Weeds management
- Fire management
- Feral Animal controls
- Identification and protection of sites of significance

The Plan of Operation identifies a number of revenue raising initiatives that could be undertaken:

- Feral Horse control

- Town Council Weed control
- AQIS –Australian Quarantine Inspection Service – Disease Survey
- Crocodile Egg collecting
- Mine Site Rehabilitation

There are other enterprise ideas that have been identified and warrant further investigation:

- Commercial nursery – native plant production
- Tourism
- Bush Tucker Garden

Adjumarrllal Community Rangers are currently involved in a range of land management initiatives with a number of separate contracts. The contracts include rehabilitation of Nabarlek minesite, Telstra sites maintenance, AQIS disease monitoring and weed control.

The land management team has 10 active participants who are undertaking formal training in the Certificate in Land Management. There is potential for the development of a local nursery to propagate tubestock for the rehabilitation programs, with an additional two positions available for local employment.

There are a range of certificate courses that have been identified for the land management team, including:

- Forklift operator
- Workplace health & safety
- First aid
- Mapping
- GPS usage
- Welding

The coordination of training between organisations at Oenpelli has been identified as a worthwhile initiative.

Tourism has been identified as an enterprise option by Demed Outstation Resource Centre. The preferred options include bushwalking into remote and inaccessible areas for 2-3 days with small groups who have paid a premium price for the experience.

The tourism concept has been further developed to promote specialised tours from unused outstation infrastructure, particularly where airstrips are available to fly customers to the site. The permission from the owners of the outstations will need to be obtained prior to further development of the concept.

The rangers project to identify sites of significance, particularly the numerous art sites in the region would compliment the tourism initiatives that have been referred to.

There was reference to becoming involved in safari camps with existing operators.

The need to ensure that the tourism options were of low impact on the community and the environment was constantly reinforced.

The natural beauty of the country and the opportunity to promote varied experiences provides Demed with the basis for the development of tourism as an enterprise.

There was identification of an opportunity for processing and production of blue metal aggregate at Gudjekbinj outstation for use within the region.

The enterprise would not be of high volume and could compete at the regional level where transport costs would be lower.

Marlgawo outstation has put forward various enterprise ideas to Demed for consideration, these related principally to art and tourism.

Most persons interviewed referred to the need for a Training Coordinator to be employed and located in Oenpelli. The Training Coordinator would be a key support person in identifying training needs and facilitating the delivery of training on the community.

The point was made that all community based organisations should have access to the Training Coordinator as this would reduce the need for duplication of positions and increase the coordination of training delivery.

c. Oenpelli Health Clinic/Centre

The Oenpelli Health Centre offers a 24-hour medical service.

The Health Centre is funded and managed by Territory Health Services. Staffing includes:

- 1 x Manager
- 3 x Registered Nurses (quota is 5)
- 1 x Driver (local)
- 1 x Administration Assistant
- 3 x Aboriginal Health Workers
- 2 x CDEP Trainees

Territory Health Services has a policy not to employ Health Workers Trainees.

There is one Doctor employed by Kunbarllanjnja Community Government Council and based at the Health Centre. The Doctor is the link between Council and the Health Centre.

A community development approach to primary health needs to be implemented. Such an approach would include environmental health management, housing maintenance and health education programs aimed at improving community health.

The employment of a Health Educator could have a significant impact on community health outcomes.

There was a question on when the most recent Environmental Health Survey of community houses was conducted and concern expressed on the varying standards of housing that exist in the community.

Demographic information provided from the Oenpelli Health Centre database indicated an approximate population of 1,560 (including Outstations) made up as follows:

141	under 4 years
425	4-14 years

556	15-34 years
294	35-49 years
112	50-64 years
31	65 years and over

The lack of meaningful recreational activities for the younger population needs to be addressed.

Development of a work ethic and basic skill levels of the younger people of work-force age to prepare them for future job opportunities was identified as a major community challenge.

The CDEP program was seen to be improving. There was a question on whether there were any meaningful employment outcomes.

Issues of land tenure were seen to be impediments to economic development within the region. Art and tourism were identified as enterprise options to be explored.

d. Gunbalanya Community School

The Gunbalanya Community School provides education at pre-school, primary and secondary level.

The Gunbalanya Community School has 12 teachers and 9 local teacher assistants employed at the school.

There are 210 enrolments (including outstations)

- 27 pre-school
- 110 primary
- 35 secondary
- 65 outstations (3)

The number of teachers is based on school attendance.

The 9 assistant teachers are in various stages of training to become Indigenous Education Workers (a new program) and obtaining teaching qualifications.

The teacher assistants are attached to a teacher, a class or to both in a team teaching model.

English is the second language (or further removed) for the majority of students in the community and team teaching works towards breaking down the barriers.

On completion of primary school the students who wish to continue to secondary school must study by correspondence or leave the community to study at St Johns, Kormilda College or Marrara Christian School.

Both options place considerable pressure on the students and their families.

The attendance of students at school is not good, not all-eligible students are enrolled and daily attendance varies in accordance with the season and other family activities.

There is concern at the low numbers in the pre-school and transition classes which are there to establish routines and prepare children for the classroom.

The establishment of a mobile pre-school was suggested as a way to break down barriers to schooling, provide interaction and social contact as well as introduce the children to the idea of leaving the care of the parents.

The discussion on the role of the school in the community raised a number of real insights into the community perceptions of schooling and community responsibility.

The community vision of self-management self-determination and self-sufficiency has to some extent been covered up with the community being driven by western ideas and perceptions. The changes are not being driven by local people.

The community understands that its people are from the natural habitat and not from the money world. There is an understanding about the need to be accountable and the effective use of money and to this extent there has been a reliance on outsiders.

In employing outside people there is an underlying expectation about the integrity and honesty of those people, however experience has shown that trust is not to be given without a period of interaction and judgement.

There is a need for the development of cultural awareness and a formal induction process for all new permanent staff, to ensure that these people develop an understanding and respect for the hopes and dreams of the local people.

Maintenance of culture is an important aspect of community life and offers a framework for the solution of many local issues.

Finding the balance between preservation of culture and entering into the expectations of the western workplace is an important starting point and it is being overlooked within most current community strategies. It is a difficult issue to discuss objectively however these discussions must take place.

There needs to be a lot of consultation and negotiation which will be a slow process and the community as a whole needs to be involved.

At this point there is no local leadership on these issues from the traditional owners or the Council.

There should be an education program for Council members and staff which covers decision making, negotiation, consultation, consensus and agreement so that there is a clear understanding of these terms and the processes involved in dealing with community issues.

The most empowering decision for the community in recent times has been the devolution of management of the school, which has placed educational outcomes squarely in the hands of the community.

The education of the community requires the community at large and parents in particular to value education and the education process.

Within the local culture and the community there is an underlying principle that all things are connected and this principle of connectedness needs to be understood in dealing with all issues.

Poor educational outcomes are to a large extent the product of a poor understanding of the role of education at a community, family and individual level.

The community must move past blaming others for the outcomes because all things are connected.

The community and parents need to value education and when they do the school has an important role in becoming a key part of the solution.

The school is an extension of the community and should not be isolated from the functioning of the community.

In an attempt to overcome some of the issues raised in this section of the report the School Council is moving towards meeting representatives of other organisations with a view towards establishing education partnerships.

The focus of the partnership will be education and training with a flexible ‘change as you go’ approach to assure attainment of outcomes.

The lack of success in the workplace is attributed to the huge gap that appears between the age of leaving school (15 years) and entering workplace-training programs (18 years).

There is a loss of confidence, ambition and self esteem that develops whilst young people are in this period and unfortunately there are no role models or leaders that work with them to set future goals and prepare them for the workplace.

The role of the school needs to be further developed through active participation in determining approaches to training in the community and would be willing to respond to invitations from local employers and training organisations.

3.2 Other Commercial Operations

There are industry and commercial operations in Gunbalanya which include enterprises that sell goods and services to the local community and visitors as well as external markets.

Existing commercial and industrial developments include:

- Gunbalanya Meat Supplies Abattoir
- Gunbalanya Service Station
- Gunbalanya Sports and Social Club
- Injalak Arts & Craft Association Inc.

There is potential for expansion of existing commercial activities to both visitors and markets outside of Gunbalanya.

Increased commercial activity can provide increased employment, self-sustainability and reduced reliance on government and council funding.

Kunbarllanjja Community Government Council and the Demed Outstation Resource Centre are actively involved in commercial operations and these have been covered in the previous reference to these organisations.

Gunbalanya Meat Supplies Abattoir

Gunbalanya Meat Supply has operated a small abattoir at Gunbalanya for many years.

The staffing consists of:

- Manager
- Assistant Manager
- 8 x meat workers (local)

The 8 local meat workers have been with the abattoir for some time and work for four hours each morning Monday – Friday.

The abattoir processes from 3-5 head of cattle each week for local consumption, with some sales to Jabiru and outstations.

The problems of access to cattle in the wet-season is overcome by bringing sufficient numbers to the higher ground paddocks adjacent the abattoir prior to the onset of ‘the wet’.

Gunbalanya Service Station

The Gunbalanya Service Station is privately operated by the Siebert family as a service station and mini-store. The business employs a full-time mechanic and five staff within the store and takeaway.

Gunbalanya Sports and Social Club

The Gunbalanya Sports and Social Club is owned by the Oenpelli community with a locally elected Committee of Management. The club has a membership of around 500.

The key facilities consist of the bar areas, cinema, stage/entertainment area, administration offices, management houses, staff units, 5 self-contained motel units and well-maintained landscaped grounds.

The Gunbalanya Sports and Social Club opening hours are:

Monday - Thursday

12 noon - 1 pm

5.30 pm - 8.30 pm

Friday – Saturday

12 noon - 1 pm

4.30 pm - 8 pm

The staffing at the Gunbalanya Sports and Social Club consists of:

- Manager
- Bar Manager
- Assistant Bar Manager
- Secretary (local)
- 4 x Bar staff (3 local)
- 8 x Security (7 local)

- 5 x Groundsmen/Cleaners (2 local)

There is evidence of on and off-the-job training for the local employees covering areas such as patron care, responsible serving, security and one staff member formally trained in alcohol rehabilitation.

The summary of employment shows that there are 21 people employed at the Gunbalanya Sports and Social Club; 15 are Bininj, of which 9 are full-time and 6 work 20-25 hours per week.

The Club management considers that the competition for jobs at the club comes because these are real jobs with the responsibility and attitudes required within the hospitality industry. The staff, particularly the women, are conscientious, reliable, know their jobs and do them well.

Success in training the staff comes through attitude and example by working with the staff, showing the way and not just telling.

The club is prepared to participate in workplace training and work experience on how clubs operate and are managed, participants must be over 18 years of age.

There are some cultural issues that can impact on the workplace with jealousy from spouses where men and women work in close areas being significant.

Future plans for the club include a new bistro and bar complex, which will provide the only sit down eatery in Gunbalanya and a place for people to learn the skills necessary to run one.

The club has contributed significantly to the provision of community facilities including the community swimming pool. The construction of shade over the swimming pool and a beach volleyball court adjacent the pool complex are to be completed soon.

The Gunbalanya Sports and Social Club has been contributing to the salary of a Sport and Recreation Officer with the Kunbarllanjja Community Government Council. There are concerns that the position is being shared with Jabiru, to the detriment of the Gunbalanya community.

The shared position is not working and there is a lack of focus on local sports and activities.

There is potential to develop locally trained sport and recreation positions to support the key officer, however this will require considerable attention to local training and programs which will be difficult without full-time commitment.

The club is negotiating with the Department of Youth, Sport and Recreation to obtain funding for a dedicated position at Gunbalanya.

There is an obvious need for frank discussions to take place with the Kunbarllanjja Community Government Council on this issue.

The club also raised the need for construction of a covered recreation area, referring to the Councils plans to use material recovered from the Nabarlek mine site for the purpose.

The Gunbalanya Sports and Social Club has identified their bistro development as an opportunity that could extend to including lunch for tourist groups on package tours.

There may be opportunities in the future to cater for caravans with the establishment of a local caravan/camping area.

The current building programs in the community might warrant the development of a local brickworks to service the town and local region.

There is an opportunity for a local butcher shop as an extension of the local meatworks.

Market gardening is a real option given the rich soils and access to water in the local area and the previous history of successful horticultural production.

The local production of eggs, poultry and fertilizer from a chicken farm was suggested.

The construction of an amusement hall with jukebox, pool tables, video games and kiosk was considered to be an opportunity which would be successful as there are alternatives to the club facilities which are for over 18's.

Injalak Arts and Crafts Association Inc.

The Injalak Arts and Crafts Centre is located in Oenpelli and deals in artwork (bark and canvas), fibrework, carvings, artifacts, didgeridoos and beadwork (necklaces, jewellery) as well as screen printed material.

The Association is separately incorporated, however it is covered under the Council's CDEP Program.

Staffing consists of:

- Centre Manager
- Bookkeeper/Salesperson
- Arts and Cultural Officer
- Cataloguer (local)
- Office Assistant (local)
- Groundsman/Utility (local)
- Shop/sales assistant (local)

There are 8 locally trained tour guides that conduct tours of the art sites at Injalak Hill.

A group of 12 trainees are commencing the Tour Guide Training Course in association with Max Davison's Tours funded through DEWRSB (8 STEP trainees and Office of Aboriginal Development).

There are linkages to both Demed Outstation Resource Centre and Kunbarllanjja Community Government Council on this training program.

The art and craft works are purchased up front from the artists or craftspersons and an estimated \$200,000 of stock is being held at any one time at the Centre.

There are approximately 200 individuals who supply art, craft, jewellery over the course of a year. A core of 30 regular artists earn income between \$2,000 - \$20,000 per year depending on status of artist and quality of work and a core of 30 weavers similarly earn between \$1,000 - \$5,000 per year for their work.

The screen-printing operations have suffered from the removal of funding for the screen-printer position, however there are two locally trained screen-printers who have the potential to generate sufficient income to self-fund their positions. Both screen-printers have been trained as trainers in screen-printing and may be capable of ensuring the ongoing screen-printing operation.

The Arts and Crafts Centre is emerging from a period of financial and management difficulty and is in a period of consolidation. Visitor numbers and sales are increasing annually.

Future plans for the Injalak Arts and Crafts Centre include:

- re-establishing confidence of galleries towards the supply of quality products
- re-implement national and international exhibition programs
- partnership involvement in a proposed cultural centre
- develop further and promote the professional dance group that exists
- involve local people in the Certificate in Museum Practice (recently developed)

The Injalak Arts and Crafts Centre has informal linkages with other local organisations.

There is a strong belief that a coordinated strategic approach to the development of cultural tourism represents a clear enterprise opportunity. This would include interactions with local artists and weavers, dance, art site tours (particularly Injalak Hill) and tours of wetlands and escarpment country.

The impediments to formal training go beyond issues of numeracy and literacy to include the appropriateness of training delivery. There are cultural impediments that need to be considered that include the kinship systems and family pressures on people who have paid work or people who are dealing with money for purchasing art and craft works. This can effect the prices paid for items and the profitability of the enterprise.

There is an identified need for orientation programs which deal with running a business enterprise and how cultural demands can be dealt with in the best interests of all involved.

Another issue raised was the lack of trainer/training time available to key personnel to provide trainees with quality training in the workplace.

4. PREVIOUS STUDIES AND REPORTS

The Kunbarllanjja Community Government Council had attempted to introduce a Community Plan in 1997/98 that identified a range of issues and business opportunities.

A summary of the issues and business opportunities included:

4.1 Issues

- there is an ongoing problem with alcohol and its effect on the community
- lack of employment opportunities
- low levels of numeracy and literacy
- lack of regular school attendance

4.2 Business Opportunities

- **Tourism**
 - Trail rides – horse
 - Safari camps – fishing
- **Horses**
 - Horse breaking
 - Horse selling
- **Beef Cattle**
 - Breeding
 - Fattening
 - Abattoir
 - Live market
- **Pigs**
 - Culling
 - Abattoir processing
- **Roads**
 - Road contracts
 - Sand pits
 - Sand washing
 - Gravel pits
 - Gravel washing
- **Store**
 - Increase takeaway
 - Hairdresser visits
 - Bakery
- **Building**
 - Own building/maintenance team
 - Tender/contract for work in Aboriginal communities in region
- **Horticulture**
 - Cash salad crops
 - Chilies
 - Herbs
 - Capsicum
 - Tomatoes
 - Radish
 - Vegetables

- Sweet potato
- Pumpkin
- Squash
- Melon
- Watermelon
- Rockmelon
- Fruit
- Passionfruit
- Grapefruit
- Bananas
- Lime
- Lemon
- **Flowers**
 - Tropical
- **Bush Tucker**
- **Introduce Horticulture into school program**
- **Encourage domestic production of goods for sale through a community cooperative**
- **Domestic poultry – eggs and meat**
- **Emergency Services**
 - Search and rescue team
 - Accident rescue team
 - Fire fighting team
- **Cultural Activities**
 - Cultural awareness courses
 - Basket-weaving
- **Art**
 - Craft
 - Dance/performances
- **Bush tucker**
- **Open Day**
 - Story–telling
 - Music
- **Service Delivery**
- **Aged Care**
- **Youth programs**
- **Women’s Centre**

There are indications that some of these opportunities have progressed since the original identification.

5. EMPLOYMENT AND ENTERPRISE OPPORTUNITIES

Current levels of employment and enterprise have been identified within the summaries of the key organisations.

The continued training of local people within each organisation and ultimately employing locally trained people to replace some of the contracted positions should be the goal of the employment strategies.

Succession planning which includes the promotion of local people within the organisations was not clearly identified as an objective within this project by any of the organisations interviewed.

There are few local people employed in management positions on the community, an issue which needs to be addressed if local communities are to be empowered to be responsible for their own development and management.

There are impediments which need to be overcome which include levels of education and training as well as a requirement for continued support for the mentoring and development of local talent.

The commitment to local training outcomes must exist at all levels of the organisations to ensure that those being trained become confident of receiving the support and assistance required within their workplace.

The local people acknowledge the change that has taken place in the past two to three years which has resulted in increased employment and training opportunities for bininj.

The Kunbarllanjnja Community Government Council in particular has been quite active in successfully bidding for local contracts to lock money into the community and to generate community funds from profits. This has seen a significant increase in contractors working with the Council, as well as employment of bininj.

The attachment of tradespeople in training to contracted positions is a key element in increasing skill levels of the local workforce. These initiatives need to continue and the outcomes recognised.

Most persons interviewed referred to the need for a Training Coordinator to be employed and located in Gunbalanya. The Training Coordinator would be a key support person in identifying training needs and facilitating the delivery of training on the community.

The point was made that all community based organisations should have access to the Training Coordinator as this would reduce the need for duplication of positions and increase the coordination of training delivery.

The employment opportunities for local people identified by key organisations are presented in summary, attached to the organisation most likely to be able to respond.

5.1 Employment Opportunities

Kunbarllanjja Community Government Council

- **Civil Works**
 - Plant operators
 - Logistical support
- **Housing**
 - 3 x trades assistants
 - 2 x apprentices
 - 3 x tradesmen – carpenter; plumber; bricklayer
- **Mechanical**
 - 1 x mechanic
 - 1 x apprentice
- **Warehouse**
 - 3 x store assistants
- **Store**
 - 2 x checkout / shop floor
 - New Store and Specialty shops
 - 8 x shop assistants
- **Women’s Resource Centre**
 - 2 x home care / aged care
- **Youth, Sport and Recreation**
 - 7 trainee recreation workers (4 male; 3 female)

Arrguluk CDEP

29 STEP places

BRACS

3 x multi media trainees

Demed Outstation Resource Centre

These are training positions attached to the current positions

- 1 x Manager
- 1 x Assistant Manager
- 1 x Bookkeeper
- 1 x Office Manager
- 2 x Centrelink
- 2 x Bank
- 2 x payroll
- 2 x receptionist/mail
- 1 x CDEP Manager
- 1 x plumber
- 2 x land management
- 2 x child care
- 10 x Aboriginal Health Workers
- 3 x Outstation store assistants

Gunbalanya Community School

The number of teachers is based on school attendance

Potentially 3 local teacher assistant positions

Gunbalanya Sports & Social Club

- **New Bistro**
 - 2 x bar staff

- 4 x kitchen/waiting staff
- 1 x security

- **Administration**

- 1 x Assistant Bar Manager

Injalak Arts and Crafts Association

- 4 x tour guides
- 2 x shop assistants
- 2 x screen-printing

Key Employment Positions

- Training Coordinator
- Community Development Manager
- Recreation Officer
- BRACS Coordinator/Media Manager
- Health Educator
- Enterprise Development Officer

5.2 Enterprise Opportunities

The enterprise opportunities identified during the project are grouped into industry categories.

- a. Agriculture (including Horticulture)
- b. Manufacturing:
 - b.1 Building Materials
 - b.2 Food
 - b.3 Clothing
- c. Construction
- d. Retail trade
- e. Accommodation, Restaurants
- f. Transport and Storage
- g. Communication Services
- h. Cultural and Recreational Services
- i. Personal and other services

a. Agriculture (including Horticulture)

Projects include home gardens, streetscaping, market gardening and developing a plant nursery. There are strong linkages to the Demed CDEP and its horticultural aspirations for developing bush tucker foods and medicinal plants.

The growing number of feral horses and pigs in the vicinity of Oenpelli is of concern to the Council due to the environmental damage being caused.

The methods for control of feral horses need to be considered to ensure the best economic returns, if there is community support for a feral horse control program.

Horticulture options were raised with establishment of nurseries, market gardens, bush tucker/medicinal plant collection and home gardens proposed by various parties.

The land management section of Demed is known as the Adjumarllarl Community Rangers team. The Adjumarllarl Community Rangers Plan of Operation 2002 has identified a number of land management issues to be dealt with which include:

- Weeds management
- Fire management
- Feral Animal controls
- Identification and protection of sites of significance
- AQIS – Australian Quarantine Inspection Service – Disease Survey
- Crocodile Egg collecting
- Mine Site Rehabilitation
- Commercial nursery – native plant production
- Bush Tucker Garden

Market gardening is a real option given the rich soils and access to water in the local area and the previous history of successful horticultural production.

The local production of eggs, poultry and fertilizer from a chicken farm was suggested.

b. Manufacturing

b. 1 Building Materials

There was identification of an opportunity for processing and production of blue metal aggregate at Gudjekbinj outstation for use within the region.

The current building programs in the community might warrant the development of a local brickworks to service the town and local region.

b. 2 Food

Water/soft drink production

Expansion of Gunbalanya Meatworks

Explore joint-venture potential

Women working in nursery/market garden

b. 3 Clothing

Making clothes (eg. School clothes)

The screen-printing operations have suffered from the removal of funding for the screen-printer position, however there are two locally trained screen-printers who have the potential to generate sufficient income to self-fund their positions. Both screen-printers have been trained as trainers in screen-printing and may be capable of ensuring the ongoing screen-printing operation.

c. Construction

To release additional land for subdivision and housing there may be a requirement to relocate the current abattoir buildings.

The additional housing need is estimated to be for 93 houses, however there are currently only 22 vacant serviced sites.

The repair and maintenance of community housing is a key element of the Council's Corporate Plan within the Building and Housing Program.

Proposals are being developed for the construction of a new store to the rear of the existing store. The supermarket will be a new purpose-built building and the existing store will then be replaced with a range of specialty shops.

Housing for specialist staff is identified as a major issue with the current shortage of staff housing causing concern.

The continued growth of the community and associated demands for infrastructure will require additional subdivision development, water and sewerage.

These developments could be contracted to the Council's Civil Works crew.

Housing construction is an activity that can be undertaken by the Council's Housing Construction team.

To release additional land for subdivision and housing there may be a requirement to relocate the current abattoir buildings. This option should be included in any future expansion or development proposals for the Gunbalanya Meat Supply enterprise.

The provision of structured training programs within the building trades would develop local tradesmen to carry out the infrastructure works that will be required for the community.

The Gunbalanya Sports & Social Club also raised the need for construction of a covered recreation area, referring to the Council's plans to use material recovered from the Nabarlek mine site for the purpose.

The construction of an amusement hall with jukebox, pool tables, video games and kiosk was considered to be an opportunity which would be successful as there are alternatives to the club facilities which are for over 18's.

d. Retail Trade

The specialty shops might include:

- Video hire/games
- Internet café/coffee shop
- Takeaway food
- Bakery
- Hairdresser
- function room/tour groups

There are mini-supermarkets/stores on six of the outstations, which have the potential for development as mini businesses, although there is a need for upgrading the facilities.

There is an opportunity for a local butcher shop as an extension of the local meatworks.

e. Accommodation, Restaurants

There may be opportunities in the future to cater for caravans with the establishment of a local caravan/camping area.

Future plans for the club include a new bistro and bar complex which will provide the only sit down eatery in Gunbalanya and a place for people to learn the skills necessary to run one.

The Council's Hospitality Precinct consists of a renovated 5-bedroom guesthouse and 4 cabins. There are proposals to increase the number of cabins.

f. Transport and Storage

Storage warehouse for council building and trades inventory

g. Communication Services

Re-establish a strong BRACS program

h. Cultural and Recreational Services

Employment of local Sports & Recreation Officer

The Gunbalanya Sports and Social Club has been contributing to the salary of a Sport and Recreation Officer with the Kunbarllanjja Community Government Council. There are concerns that the position is being shared with Jabiru, to the detriment of the Gunbalanya community. There is potential for the development of local trained Sport and Recreation Officers.

The development of a cultural awareness program and a formal induction process for all new permanent staff represents an opportunity for an enterprise which could eventually be opened to other interested persons from outside the community.

i. Personal and other Services

There is an emphasis on developing strong youth well-being and family support programs. These programs are at varying stages of development.

Tourism is included within the Personal and other Services category:

Tourism enterprise opportunities were identified by several organisations.

The references to tourism are presented as an indicator of the range of ideas and issues discussed.

Arrguluk CDEP is willing to become involved in training for tourism employment options. The concern is that there has been no feasibility work carried out to identify the target markets and commercial realities of the options being put forward.

The Council is interested in the development of tourism enterprises on the condition that a reasonable percentage of profits (60%) comes back to the Council as 'other income'.

The concern was expressed that there needs to be community benefit from participating in enterprise, not only individual persons or private operators benefiting.

Where organisations initiate the enterprise with individual landowners there should be a sharing of the outcomes, particularly the profits. Landowners and their families could receive maximum employment opportunities in any ventures.

These issues need to be satisfactorily resolved, with long-term agreements in place to ensure that all parties are comfortable with the employment and financial outcomes.

The key proposal centres on development of a holiday camp where visitors can enjoy a quality experience, which they are prepared to pay for. The quality extends to the accommodation, food, tours and surroundings.

Tourism has been identified as an enterprise option by Demed Outstation Resource Centre. The preferred options include bushwalking into remote and inaccessible areas for 2-3 days with small groups who have paid a premium price for the experience.

The tourism concept has been further developed to promote specialised tours from unused outstation infrastructure, particularly where airstrips are available to fly customers to the site. The permission from the owners of the outstations will need to be obtained prior to further development of the concept.

The rangers project to identify sites of significance, particularly the numerous art sites in the region would complement the tourism initiatives that have been referred to.

There was reference to becoming involved in safari camps with existing operators.

The need to ensure that the tourism options were of low impact on the community and the environment was constantly reinforced.

The natural beauty of the country and the opportunity to promote varied experiences provides Demed with the basis for the development of tourism as an enterprise.

Senior Traditional Owner, Jacob Nayinggul, has for some time expressed interest in developing a tourist venture which includes horse-back trail rides along the base of the escarpment country and to other areas of interest, with overnight camping. The Council has recently obtained funding for 8 places on a horse-training project aimed at preparing young people for the tourism project on Jacob Nayinggul's land.

Marlgawo outstation has put forward various enterprise ideas to Demed for consideration, these related principally to art and tourism.

Issues of land tenure were seen to be impediments to economic development within the region. Art and tourism were identified as enterprise options to be explored.

There may be opportunities in the future to cater for caravans with the establishment of a local caravan/camping area.

A group of 12 trainees are commencing the Tour Guide Training Course in association with Max Davison's Tours funded through DEWR (8 STEP trainees and Office of Aboriginal Development).

There are linkages to both Demed Outstation Resource Centre and Kunbarllanjja Community Government Council on this training program.

There is a strong belief that a coordinated strategic approach to the development of cultural tourism represents a clear enterprise opportunity. This would include interactions with local artists and weavers, dance, art site tours (particularly Injalak Hill) and tours of wetlands and escarpment country.

There is an identified need for orientation programs which deal with running a business enterprise and how cultural demands can be dealt with in the best interests of all involved.

6. IMPLEMENTATION PLAN

6.1 Cooperative Strategies - ‘Round table’

The Kunbarllanjja Community Government Council has initiated a monthly ‘round table’ of the managers from each of the community organisations to exchange views and discuss local issues.

The ‘round table’ is an advisory body that does not make decisions.

There is a view that the ‘round table’ is a mechanism which indicates that community power is in the hands of organisation managers and not inclusive of the local people.

Generally the ‘round table’ is supported because it does provide a forum for exchange of information on local issues.

6.2 Employment and Enterprise Coordination Committee

The establishment of an Employment and Enterprise Coordination Committee to enable the community to participate in their own future development is a key recommendation of this project.

The objective of the Committee would be to promote and facilitate an expansion of the economic base of the Gunbalanya community and improve employment opportunities for the local community.

The Committee should be representative of the community stakeholders and composed accordingly, whilst maintaining membership at a workable number.

Membership from the Kunbarllanjja Community Government Council, Demed Outstation Resource Centre, existing enterprise managers and employers, traditional owners, Gunbalanya School and local leaders.

The role of the Employment and Enterprise Coordination Committee includes:

- be an advocate for the region by promoting its attributes and investment opportunities;
- formulate, endorse and implement an economic development strategy for the region;
- promote cooperation between business, community organisations and government;
- identify new enterprise and job opportunities;
- develop proposals consistent with local needs and resources;
- minimise local competition for resources enabling greater emphasis on strategic cooperation;
- better promote available opportunities to local unemployed people, businesses and organisations;
- enhance local ownership of solutions for local needs;
- provide a point of coordination for the range of labour market initiatives;
- enable integration of labour market initiatives with other strategic planning, eg. social, economic, education;
- identify and access funding sources for economic development projects; *and*
- monitor economic trends in the region.

The emphasis on training is supported through the employment of a Training Coordinator.

There could be a strong case developed for the employment of an Enterprise Development Officer to provide professional support to the various enterprises as they develop and to mentor the managers in the initial years of establishment.

The Enterprise Development Officer could provide realistic appraisals of feasibility of potential enterprises, continue to identify resources, promote the development strategy and regularly evaluate and adjust the community enterprise action plan.

The project brief calls for the development of an Implementation Plan to reflect the community's aspirations and potential capacity.

The objective of the Implementation Plan is to assist the Gunbalanya community to move forward in the development and expansion of employment and enterprise opportunities.

The Economic Development goal of the Kunbarllanjnja Community Government Council is to "promote and facilitate an expansion of the economic base of the Gunbalanya community".

The Employment and Enterprise Scoping Project has clearly identified a number of opportunities for further employment and enterprise development as well as the expansion of existing projects at Gunbalanya and the surrounding region.

6.3 Action Plan

1. Kunbarllanjnja Community Government Council to resolve to act as the lead agency in promoting and facilitating the Employment and Enterprise projects in Gunbalanya.
2. Establish an Employment and Enterprise Coordinating Committee as outlined in the Scoping Project.
3. Employment and Enterprise Coordinating Committee to review findings of the EESP and establish priorities for community projects.
4. Support the organisations and agencies that are committed to developing sustainable employment or enterprise initiatives that benefit the local community.
5. Identify the range of funding sources available to assist with the implementation of the initiatives.
6. Develop a submission for funding of an Enterprise Development Officer to provide support to enterprises and to mentor the managers in the initial years of establishment.
7. Review resources critical to success of each project:
 - money
 - human resources and skills
 - time
 - technology
 - equipment

The management structures are in existence within each organisation to enable the organisation to proceed with individual projects however, there is no community coordination to ensure that the projects are strategically developed and implemented.

There is potential for similar products to be developed which will compete against each other to the extent that ventures will fail due to internal competition.

The benefit of the Employment and Enterprise Coordination Committee is that an objective assessment of proposals and projects can be considered at the community level.

Resources need to be allocated to support the Coordination Committee and the organisations will be required to assess the extent of cooperative management available or the need for dedicated resources to ensure the success of the Coordination Committee.

There are managers and employees within the various organisations that can provide significant input into the cooperative effort but may have insufficient time to take responsibility for carriage of the coordination function.

There is potential to develop local management of the implementation strategy as outlined by encouraging interested employees to step up to the task of servicing the Coordination Committee as a career development opportunity.

The range of programs and funding sources needs to be identified and placed before the community organisations to create an awareness of potential assistance for projects.

The Indigenous Employment Program managed by the Department of Employment and Workplace Relations (DEWR) is of particular relevance and comprises:

- Wage Assistance
- CEO's for Indigenous Employment Project
- CDEP Incentives
- Structured Training and Employment Projects (STEP)
- National Indigenous Cadetship Program
- Voluntary Service to Indigenous Communities Foundation
- Public Awareness Project

The Indigenous Small Business Fund is available to help Indigenous people to develop the business management and other skills to be commercially viable.

There is funding available through the NT Area Consultative Committee that promotes the Regional Assistance Program (RAP).

6.4 Feasibility Studies

The Kunbarllanjja Employment and Enterprise Scoping Project has identified a significant number of opportunities for future employment and enterprises.

Whilst all suggested employment and enterprise options have been included to assist stimulate future community discussions, there is a need to identify enterprise options which show the greatest potential for immediate development.

Agriculture (including Horticulture)

The Demed CDEP proposal for developing bush tucker foods and medicinal plants for future enterprise requires detailed feasibility work to be carried out. The project has considerable support from the organisations management and outstation membership.

Market gardening is also an option to receive further feasibility studies given the rich soils and access to water in the local area and the previous history of successful horticultural production.

Construction

The Kunbarllanjja Community Government Council has the opportunity to expand both its civil works construction and housing construction to meet the demands caused by the continued growth of the community. There is potential to offer the services of both the civil works and housing teams to other organisations in the region.

Cultural and Recreation Services

There is potential for the development of sport and recreation programs within the community by construction of appropriate infrastructure and training of local sport and recreation officers and associated staff to provide improved programs that will benefit the social fabric of the community.

The development of a cultural awareness program represents an opportunity for an enterprise which could eventually be opened to the wider community.

Personal and other services

Tourism enterprise opportunities have been raised by several organisations. The concern is that there has been no feasibility work carried out to identify the target markets and commercial realities of the options being put forward.

It is recommended that a major study be conducted on the tourism enterprise options available.

APPENDIX 1:

Community Organisations, Agencies and Enterprises

Adjumalarl Supermarket		8979 0161
Gunbalanya Meat Supplies		8979 0176
Kunwinjku Health Services		8979 0178
Health Clinic		8979 0178
Gunbalanya Service Station		8979 0165
Gunbalanya Air Charters		8979 0165
Dem Air Pty Ltd		8979 0440
Missionary Aviation Fellowship (MAF)		8979 0171
Demed Outstations Resource Centre		8979 0144
Injalak Arts and Craft Centre		8979 0190
Gunbalanya Sports and Social Club		8979 0168
NT Police		8979 0180
Oenpelli Primary School		8979 0181
Gunbalanya Women's Resource Centre		8979 0025
Kunbarllanjnja Community Government Council		8979 0170
Arrguluk CDEP		
Women's Respite Centre		
Kunwinjku Language Centre		
Outstations		
Gamarrgawan	(Founded 1983)	8979 0309
Gudjekbinj	(Founded 1982)	
Gumarrirnbang	(Founded 1977)	8979 0314
Kungarwel		
Mamadawerre	(Founded 1971)	8979 0315
Manmoyi	(Founded 1978)	8979 0316
Marlgowa	(Founded 1983)	
Marlwon	(Founded 1983)	8979 0337
Mumeka		8979 0322
Namurgardabu	(Founded 1977)	8979 0317

CONTENTS PAGE

	Page No.
1. EXECUTIVE SUMMARY	1
2. LOCAL PROFILE	2-6
2.1 Background	2
2.2 History	2-3
2.3 Cultural Information	3-4
2.4 Demographic Analysis	4
2.5 Key Community Infrastructure and Condition	4-6
3. EMPLOYMENT PROFILE	7-23
3.1 Key Community Organisations	7-19
3.2 Other Commercial Operations	19-23
4. PREVIOUS STUDIES AND REPORTS	24-25
4.1 Issues	24
4.2 Business Opportunities	24-25
5. EMPLOYMENT AND ENTERPRISE OPPORTUNITIES	26-32
5.1 Employment Opportunities	27-28
5.2 Enterprise Opportunities	28-32
6. IMPLEMENTATION PLAN	33-36
6.1 Cooperative Strategies – ‘Round table’	33
6.2 Employment and Enterprise Coordination Committee	33-34
6.3 Action Plan	34-35
6.4 Feasibility Studies	35-36
APPENDIX	37

**KUNBARLLANJNJA
EMPLOYMENT AND
ENTERPRISE SCOPING
PROJECT**

FINAL REPORT
for the NTACC by Network 99

August 2002