



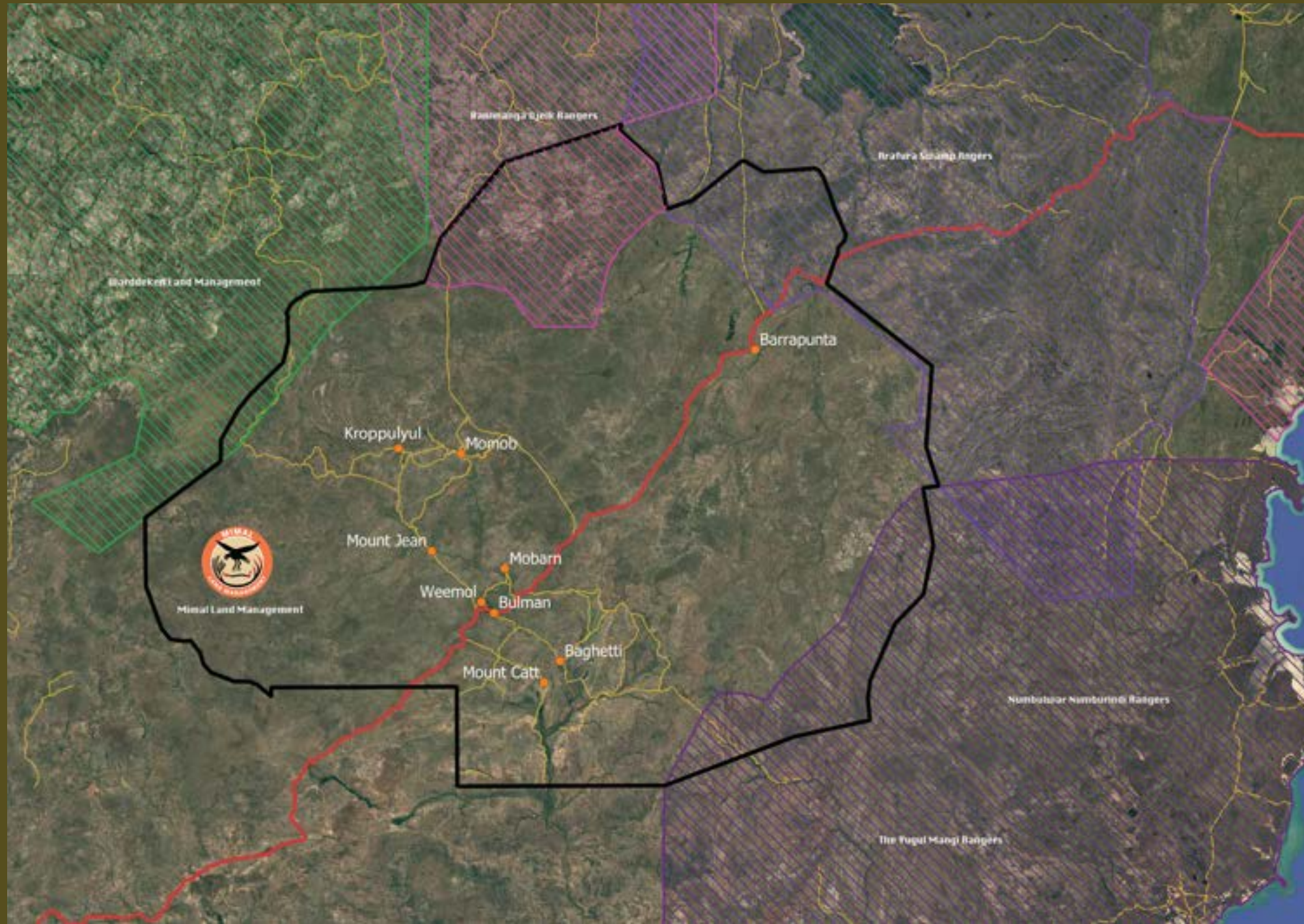
# ANNUAL REPORT 2025

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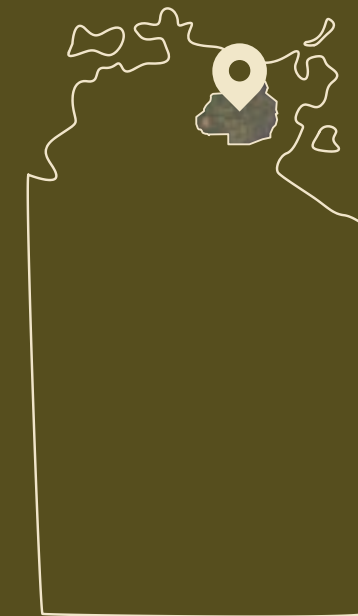


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# MIMAL LAND MANAGEMENT



# PEOPLE, COUNTRY AND CULTURE ARE THE FOCUS OF OUR VISION.

© **People** on their country with families, living on outstations and working to take care of country. Rangers supporting and working with outstation people and other landowners. Strong community relationships where we have good access to country, jobs and the right services and facilities.

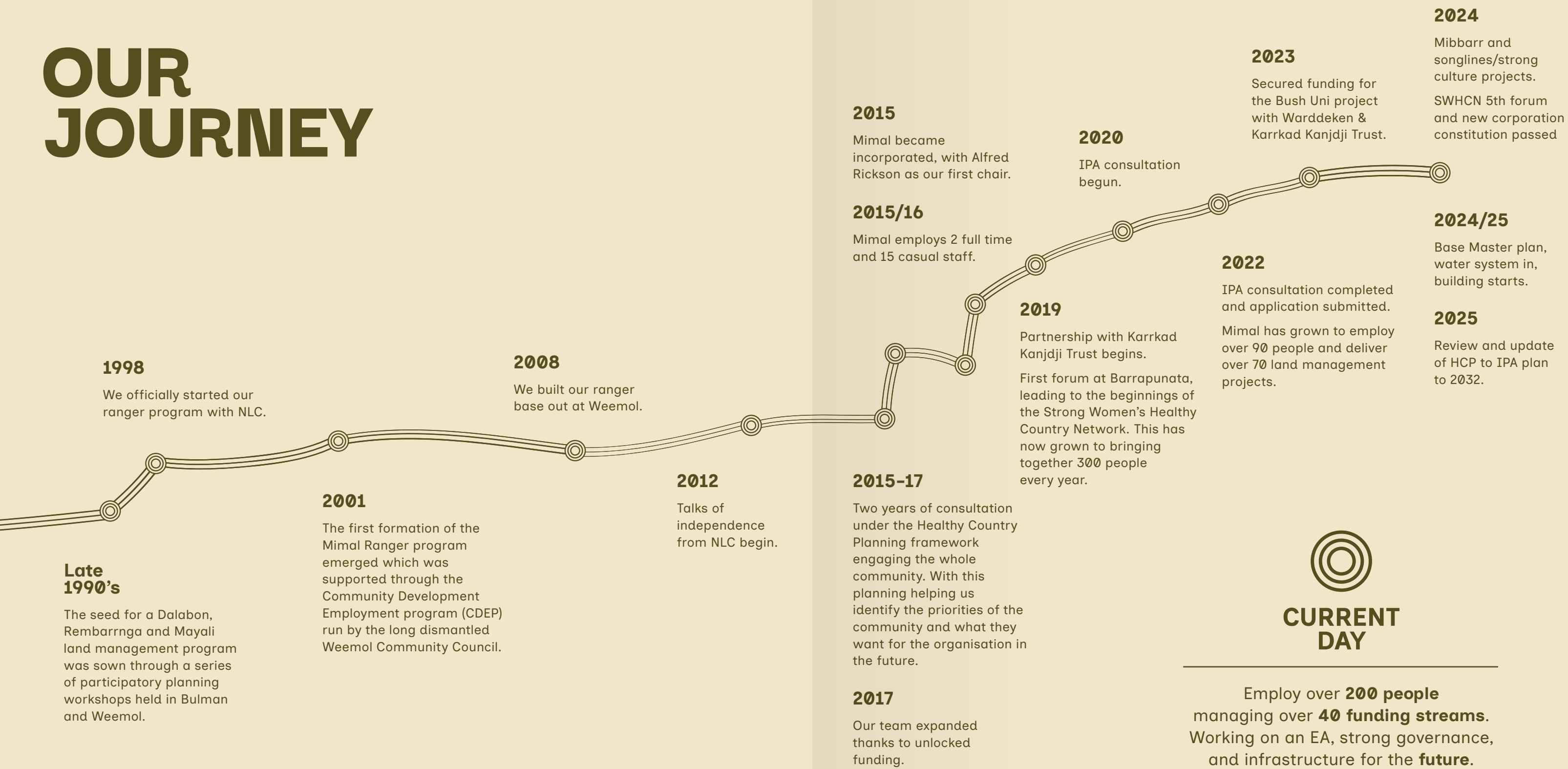
© **Ceremony, language, dance and song** connect families, country and culture. Our families are happy again and people are sharing knowledge with younger generations who have two-way education about culture and country. Our rock art and cultural places are protected and we're looking after the resting places of our ancestors.

© **Country** is clean and safe, springs and creeks flow strong and clean, and there is plenty of bush tucker. In the right season, we find plants and animals that have always been there.

© **Businesses** on country are successful, sustainable, and providing jobs for our people. Visitors and business partners respect traditional owners and our rules protecting culture and country.



# OUR JOURNEY



## Late 1990's

The seed for a Dalabon, Rembarrnga and Mayali land management program was sown through a series of participatory planning workshops held in Bulman and Weemol.

## 1998

We officially started our ranger program with NLC.

## 2001

The first formation of the Mimal Ranger program emerged which was supported through the Community Development Employment program (CDEP) run by the long dismantled Weemol Community Council.

## 2008

We built our ranger base out at Weemol.

## 2012

Talks of independence from NLC begin.

## 2015-17

Two years of consultation under the Healthy Country Planning framework engaging the whole community. With this planning helping us identify the priorities of the community and what they want for the organisation in the future.

## 2017

Our team expanded thanks to unlocked funding.

## 2015/16

Mimal employs 2 full time and 15 casual staff.

## 2015

Mimal became incorporated, with Alfred Rickson as our first chair.

## 2019

Partnership with Karrkad Kanjdji Trust begins.  
First forum at Barrapunata, leading to the beginnings of the Strong Women's Healthy Country Network. This has now grown to bringing together 300 people every year.

## 2020

IPA consultation begun.

## 2022

IPA consultation completed and application submitted.  
Mimal has grown to employ over 90 people and deliver over 70 land management projects.

## 2023

Secured funding for the Bush Uni project with Warddeken & Karrkad Kanjdji Trust.

## 2024

Mibbarr and songlines/strong culture projects.  
SWHCN 5th forum and new corporation constitution passed

## 2024/25

Base Master plan, water system in, building starts.

## 2025

Review and update of HCP to IPA plan to 2032.



## CURRENT DAY

Employ over **200 people** managing over **40 funding streams**. Working on an EA, strong governance, and infrastructure for the **future**.

# OUR YEAR IN NUMBERS

**\$1.6M**

Total wages to  
community members  
in 2025

**354**

total participant engagements,  
including repeat participation  
across multiple units

**97**

Mimal Rangers trained  
(across all units delivered  
throughout the year)

**80KG**

of Jills Bread baked

**74**

Rangers paid

**43**

unique training units delivered  
(accredited + skills-based)

**22**

employees completed their  
white cards in construction

**15**

sections of rammed  
earth wall erected

**12**

ground ovens

**11**

contracts tendered by Mardrulk —  
3 being successful, 2 unsuccessful  
and 6 in progress

**10**

Mimal employees worked  
directly or supported tender  
development during 2026

**6**

ranger groups actively engaged  
in BBU-supported training

**2**

houses at Bluewater/Mobarn  
restored to usable

# OUR BURNING YEAR IN NUMBERS

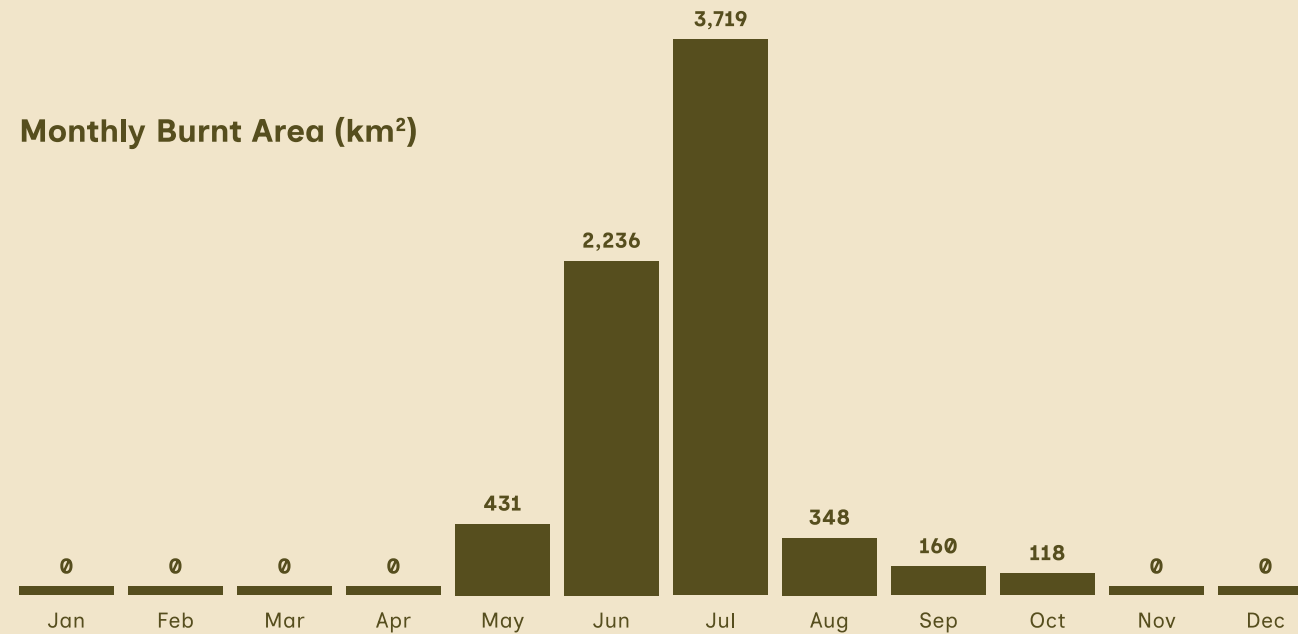
Burnt Area Report —  
up to 3 November 2025

**701,160 ha** Total burnt area  
**48.3%** Proportion of total area

**638,610 ha** Area burnt before August  
**44%** Proportion before August

**62,551 ha** Area burnt after July  
**4.3%** Proportion after July

Monthly Burnt Area (km<sup>2</sup>)



Early dry —

**13,000** KM flown  
**13,000** incendiaries  
**1800** hours early burning  
**100** hours helicopter burning

Late dry —

**2500** hours fire fighting  
**100** helicopter hours fire fighting  
**60** late season fires  
**45** fires lit from the road  
**42** fires responded to  
**12** fires from lightening  
**3** from APB



**DOMINIC NICHOLLS,**  
CHIEF EXECUTIVE OFFICER

**JOHN DALYWATER,**  
CHAIRPERSON



# CHAIRPERSON'S REPORT

JOHN DALYWATER

# CHAIRPERSON'S REPORT

***“In 2025, Mimal continued to grow steadily while staying firmly focused on our Healthy Country plan, improving the Mimal IPA for current and future generations. This year was marked by important steps to strengthen our governance, deepen cultural leadership, and progress key infrastructure for our people.”***

**— John Dalywater**

A major achievement was the establishment of the Finance, Audit & Risk (FAR) Sub-committee. This committee includes me as Chairperson, the Deputy Chairperson, a board member, and external members with specialist skills in risk, finance and human resources, working alongside the Executive Team. The FAR Sub-committee is already improving oversight, accountability and longterm planning, and is a key part of our commitment to strong and transparent governance.

2025 also saw the first Mimal Elders Gathering at Weemol Springs. From this important gathering, the Elders Cultural Advisory Group was formed. This group will meet four times a year, with an annual Elders Gathering (Open to all Mimal Elders) on the first weekend of July. The Elders Group will provide culturally appropriate advice and guidance to the Board and Management,

ensuring decisions are grounded in knowledge, culture and community priorities.

Mimal's work under the Healthy Country Plan continued to expand, with rangers and staff delivering important onground activities while building skills and capacity through the Bidwern Bush Unit program. At the same time, we made tangible progress toward one of our key strategic goals: the Mimal base redevelopment project. This project is a priority for Elders, Rangers and staff, as it will provide a much needed meeting room, proper office spaces, and a dedicated digital library room where rangers can store and access information, photos and cultural stories.

In 2025, rangers worked alongside rammed earth builders to construct the rammed earth walls for the new meeting room, offices and one staff accommodation. The next stage requires securing further investment so

we can complete this important project and provide our people with the facilities we desperately need. The base redevelopment Master Plan includes more buildings in the future.

I thank our Elders, Rangers, CEO, staff, board members and partners for their ongoing commitment to Mimal and to Healthy Country. Together, we are building a strong future grounded in culture, right way governance, community leadership, ranger development and healthy country.

**— John Dalywater, Chairperson**





CEO'S  
REPORT

DOMINIC NICHOLLS

# CEO'S REPORT

**“It has been another year of significant achievement, community impact, organisational growth and strengthened momentum towards our long-term vision of healthy country and thriving culture.”**

— **Dominic Nicholls**

Throughout 2025, our rangers delivered outstanding results across all aspects of on-country management — from cultural fire regimes and biodiversity monitoring to weeds and feral animal control, and community-led learning on country. Our continued emphasis on skills development and intergenerational knowledge transfer has strengthened both cultural leadership and land-management excellence.

Highlights include:

- **Gamba-free management area:** Through persistent effort and strong coordination with neighbours and partners, our ranger teams maintained our management lands free of gamba grass — protecting country from this highly invasive weed and reinforcing our strategy for healthy savanna systems.
- **Expanded community learning programs:** Our learning on country and cultural education activities continued at scale, deepening connection to country for young

people and community participants across the landscape.

These outcomes show what Indigenous-led land management achieves in practice — cultural priorities and environmental health advancing together.

## **Mimal Indigenous Protected Area (IPA) Progress**

A major organisational priority this year has been the ongoing realisation of the **Mimal Indigenous Protected Area (IPA)** proposal.

- Our IPA initiative continues to progress through partnership development, landowner advocacy, and strategic engagement with government agencies. The proposed IPA — covering more than 16,506 km<sup>2</sup> and linking with our neighbouring protected areas — now forms part of one of the Northern Territory's largest Indigenous-owned conservation corridors.

- Negotiations and planning at year-end have focused on solidifying management frameworks, community consultation, and advancing accreditation pathways with the National Reserve System.

This work exemplifies how Mimal is helping shape the future of Indigenous stewardship at landscape scale, delivering conservation, cultural protection and local employment outcomes.

## **Ranger Base Redevelopment — A Milestone Built on Country**

2025 marked a landmark phase in the **Weemol Ranger Base Redevelopment** — a project designed to provide fit-for-purpose infrastructure that supports modern on-country operations while reflecting cultural values.

- **First rammed earth walls completed:** This year saw the first rammed earth walls rise on site — a powerful visual and practical milestone. These structures not only provide durable, low-impact facilities but also showcase Indigenous craftsmanship and sustainable design principles.
- The new base will significantly enhance operational capability for fire management, training, equipment storage and community engagement.

The redevelopment has been carried out with strong involvement from local landowners and rangers, ensuring the built environment reflects community priorities and country-based design.

## **Workforce, Training and Partnership Growth**

Mimal's workforce grew further in 2025, with increased employment of local custodians in ranger and support roles, reflecting our ongoing commitment to Indigenous economic participation and self-determination.

- Programs such as the **Bidwern Butj Uni** — continued to mature, delivering culturally grounded training that strengthens ranger career pathways and supports broader community capacity building.
- Mimals Cross-agency cooperation with neighbouring land management groups, government, philanthropic and conservation partners has expanded program reach and shared resources for improved outcomes across central Arnhem Land.

## **Looking Ahead**

As we close 2025, Mimal Land Management stands on a solid foundation of achievement and readiness for the future. The progress on the IPA and ranger base redevelopment represents structural and strategic advances that will support our work for decades. In the year ahead our focus will be on:

- Finalising IPA accreditation and associated governance mechanisms
- Commissioning the new ranger base and training facilities
- Scaling up cultural learning programs with communities
- Strengthening employment pathways and leadership for young landowners

I extend my deepest thanks to our landowners, rangers, board members, partners and supporters. Your dedication, wisdom and work on country are what drive our success.

Together we are caring for country — and in doing so caring for our people, culture and future.

— **Dominic Nicholls**, Chief Executive Officer



**“ YOUR  
DEDICATION,  
WISDOM  
AND WORK  
ON COUNTRY  
ARE WHAT  
DRIVE OUR  
SUCCESS. ”**

Dominic Nicholls, Chief Executive Officer



# STRENGTHENING GOVERNANCE PROJECT

JULIE PETTETT

Image is quite low res

# STRENGTHENING GOVERNANCE PROJECT

*The Strengthening Governance Project is a Board-led initiative that commenced in late 2023 and will continue until June 2026.*

This project was funded through a grant from the NT Government and has been supported by our Governance Facilitator and CEO. The project aims to strengthen Mimal’s governance by bringing together both the legal requirements of Mimal (as an Aboriginal Corporation), an understanding of local governance and the cultural governance practices of our people.

Since the project began, Mimal has met multiple times with communities in Barunga, Beswick, Bulman, Weemol and at the Mimal Base. Through these visits and discussions, membership has grown significantly from 150 to over 400 members.

As an Aboriginal Corporation, Mimal must comply with the governance rules and principles outlined in the Corporations (Aboriginal and Torres Strait Islander) Act. At the same time, the Mimal Board recognises that our people have our own governance practices, responsibilities and decision-making processes. This project has focused on acknowledging and strengthening “Right Way Governance for Mimal”.

A key component has been bringing together Elders connected to Mimal. These Elders contribute wisdom, stories, language and cultural rules, helping Mimal stay grounded in what is important to our people and country. Following the first Elders Gathering in 2025, it has been decided that there will be an annual Elders Gathering held the first weekend of July at Weemol Spring.

To ensure the Board is hearing from the right people with the right knowledge, four sub-committees have been established, that include external people with important knowledge.

These are:

- Finance, Audit and Risk Sub-Committee
- Elders Cultural Advisory Sub-Committee
- Strong Women for Healthy Country Program Sub-Committee
- Employment Sub-Committee

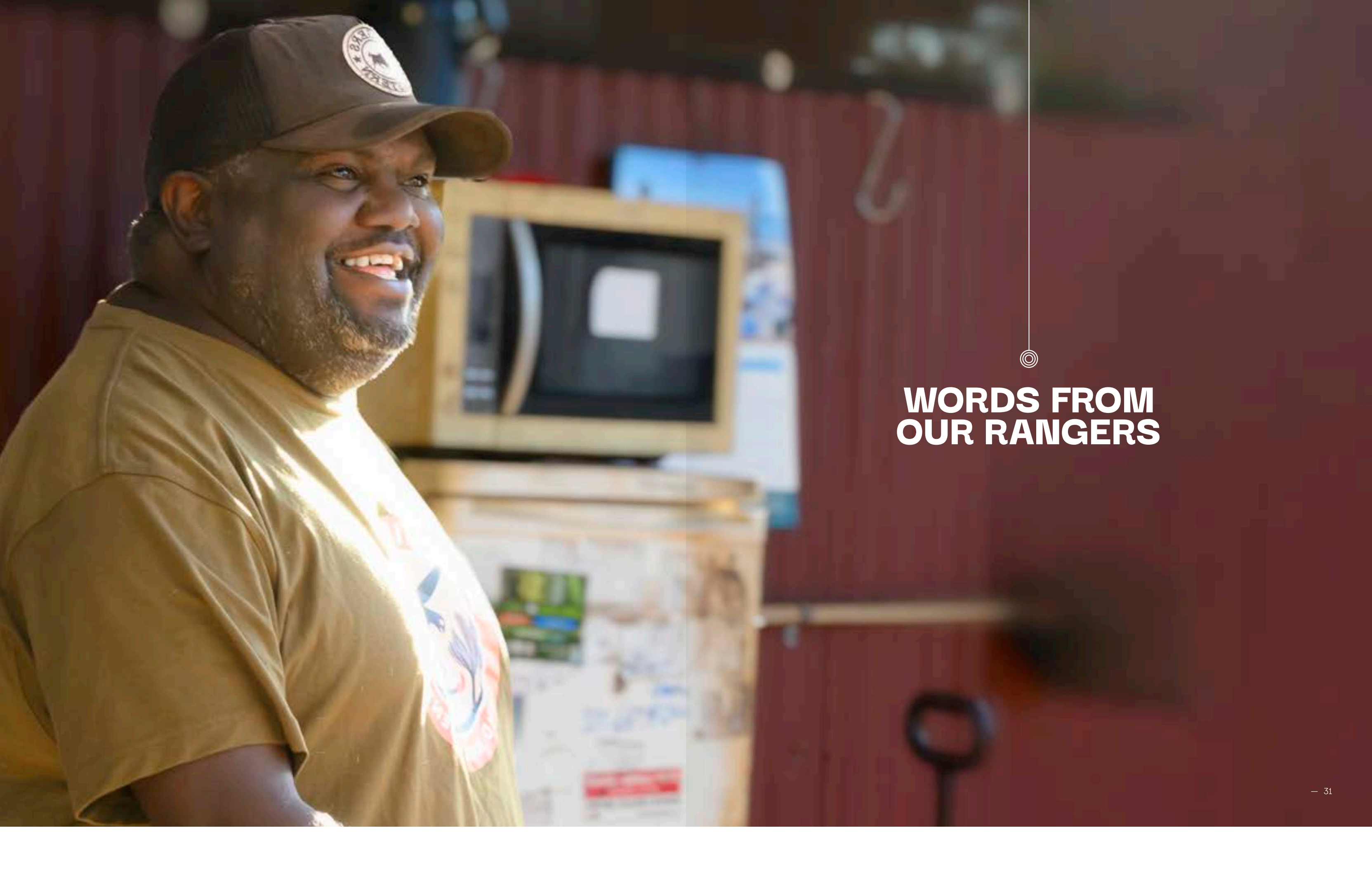
The Employment Sub-Committee has led bargaining with staff to develop an Enterprise Agreement. This EBA will establish



an employment framework that ensures staff have fair terms and conditions, as well as cultural support in the workplace.

As Mimal continues to evolve Right Way Governance, the next step is to develop clear ways of knowing whether we are getting it right and understanding what difference it is making for our people. This will require continued, respectful conversations with members and Elders across the region.

— Julie Pettett



©

## WORDS FROM OUR RANGERS

SENIOR RANGER

# LYDIA LAWRENCE



In 2025, we did a survey at Mt Catt. It had been a long time since the last survey there, maybe around 2020 when old man R. Redford was alive. We were walking on Country doing survey work, collecting bush tucker and all that, and checking how many weeds were there. We went with the old ladies too. Me, Jeanie, Lulu, Vanessa and Shauna were there for five days. We put out cameras and looked at the spring water and how it is being damaged from buffalo and pigs.

One achievement I want to highlight is when we went to Adelaide and did a little activity for the fire and seasonal calendar with Bush Heritage to talk about it. We were talking about the culture side and all that, and it was really good when we were talking.

The impact for me is about Country calling us back to keep going back to check on our land. When we go back to that land we call out

to the elders and we yell out that we came with white fellas to work on the land. That's why when we go out we work good and not anything happens.

One of the biggest challenges was the fire. We had a big fire and went to fight it, and it took us maybe one week out bush to stay. It was women and men, and we nearly had about nine fires in all these places and it was a big job. We had cars breaking down, sometimes not enough women, and it was really hot. In all the creek areas we had to cross little creeks and it was hard times. We also had a couple of cars broken down at Emu Spring along the highway and we kept swapping cars.

In terms of numbers or results, we had a lot of training and I love my training and we are getting more skill. We did welding training and were mostly back and forward in meetings. A couple times I went to Darwin for meetings like EBA meetings and the TNRM conference. It was really good and we were talking about what we do out here and all the projects we have been doing.

A strong story from 2025 for me is that sometimes when we go out, all the women during fire season, we always have fun and talk stories. Sometimes the youngest ones dance every night. On the last night when we are ready to come back, we sit around the fire and tell stories. We sort of make ourselves happy out bush.

If I had to describe the year in one sentence, it would be that:

***“I tell my family I just love going out bush and sleeping on outstations, especially on our land.”***

Looking ahead to 2026 and beyond, I want to do rock art surveys on my land. We haven't done that survey for a couple of years now. I want to do it this year for fire camp and rock art survey because there are lots of

ladies asking me from Djelk and Warddeken and Jawoyn.

— Lydia Lawrence

SENIOR RANGER

# PADDY RYAN JUNIOR (CHICKEN)



In 2025, I was involved in pig trapping, collar work, and aerial shooting. One achievement I want to highlight is aerial shooting and learning more on the ground, including how to monitor where the animals will be more active.

The real-world impact we made was through fire work, especially late burning. We stopped most of the area from getting more damaged from late season fire, protected habitats for the animals, and helped keep easy access to hunting areas and other sacred sites.

One important thing to highlight is that from

the start of the early burning season until the end of fire season in November is when we have the biggest number of rangers at work.

A strong story from 2025 for me was when Sam left for holidays and gave me the responsibility to step up as a coordinator. It helped me get confidence to lead as a senior ranger and as a one day coordinator.

If I had to describe our year in one sentence, it would be:

***“It was awesome. Looking ahead to 2026 and beyond, there are a few projects I am aiming at this year, one is the feral animals, and I want to keep being a senior ranger leader.”***

— Paddy Ryan Junior (Chicken)

WOMEN RANGER

# DANISHA RILEY



In 2025, I was involved in Mardrulk planning with Des and Kendrick, walking around with a clipboard trying to connect people from Beswick, Barunga and Eva Valley. Before that, I went to Gladstone for a couple of days planning with the Loftus mob. Last year, me and Anthea Lawrence went with old man Des for four weeks to Gladstone (QLD) to do more training with them. They trained us to use the bobcat, excavator, telehandler and paddlefoot roller, and the normal one like a drum, and we got the skill from them. I also went to Darwin to sit on the table with the Mardrulk board and Mark Loftus and his crew.

One achievement I want to highlight is the good work I'm doing for Mardrulk and Mimal, like all the work, and actually leading the girls when we don't have a senior around. That is what I was doing last year before I went to Gladstone. It made me feel good, no stress. I learnt how to get them together when the coordinator is by themselves, helping the coordinator to do this and that, and leading the girls to go work.

The real-world impact for me was getting to know all those Loftus team in QLD. We had all the Traditional Owners that done the blessing with us. The good part was helping out with the road, especially the bridge, like holding heavy tools that we didn't work with before. It made me feel occupied and it was something different I never done before.

The hard time was that sometimes it is hard when we don't have seniors around, but when I am around with the girls it is ok. The other hard part was too much work that we done. When me and Anthea got back from Gladstone we had a couple of days break then went back to work because there was a lot of work to do. Especially with the board because that time we had our AGM and there was a lot to do. We had to do this and had to do that and cooking. We had Mimal board mob at base that time.

One important number to highlight is that last year we all done that training with Jason

from South Australia. He done two training, White Card and all them heavy machine now. Me and Anthea already got that White Card now, and a lot of rangers done it.

A strong story from 2025 that shows the heart of our work is how last year we all got together and done a good work for the women's vehicle #3. We all got together, women rangers and elders from outside like all them old ladies. We had a camp in Bigedi Crossing and talked about what more we want to put on the car. After the camp we all got together and said it looks good, and it's about caring for Country, like taking the old ladies out, kids with their mother, and this vehicle is all about us ladies here on base working and helping out with old ladies that want to go anywhere. Like weaving, collecting, and taking out mothers with their kids. And plus it's our vehicle to use for any meetings we want to go. Last year we took it to an ALFA meeting in Gove. All the Warddeken mob got a shock for this car, walking around taking photos.

Looking forward to 2026 and beyond, I'm looking forward to more hard work this year bobala. This year we will be looking at making a mobile camp for us and checking outstations. I'm looking forward for more ladies to join me and Anthea this year at Mardrulk, and I'm looking forward to build our new office.

If I had to describe my year in one sentence, it would be:

***“I've been busy, attending Mardrulk meetings, and I was there for the girls, and last year was a good year for me, no stress, no hard feeling.”***

— Danisha Riley

WOMEN RANGER

## KENITA BUSH



In 2025, for me personally, going to the biosecurity forum opened my eyes to the possibilities and how much is in biosecurity. I feel like biosecurity work is a key thing for rangers, and I feel like that is something I can follow.

I also got to design the women rangers work vehicle. When we didn't get the first design we wanted and saw what got sent back, I said I would have a shot and got all the ideas from the girls. Everyone was happy with it and everyone's proud of our car.

I am also very proud of me and Shauna going to the biosecurity forum. That was the first time Shauna went on something like that and I am proud of her. She did good.

— Kenita Bush

MEN RANGER

## GOWEN BUSH



In 2025, I was involved in fire fighting and all that, back burning and all that, and doing the rain dance machine.

One achievement I want to highlight is that 2025 was my first year of working. It was alright that year, mostly doing the feral animal thing with the pig trapping and things like that, and that was alright because I got to learn more.

The biggest challenge for me was the fire fighting. It was my first time and it was really challenging, mostly walking on the fire line to put the fire out on a hot day. We walked a good distance.

Looking forward to 2026 and beyond, I am looking forward to doing some crocodile catching.

If I had to describe the year in one sentence, it would be:

***“It was fun relaxing with the boys out on Country. Looking ahead, I am looking forward to doing some crocodile catching.”***

— Gowen Bush

WOMEN RANGER

## **KAHLIA DEDEDAR**

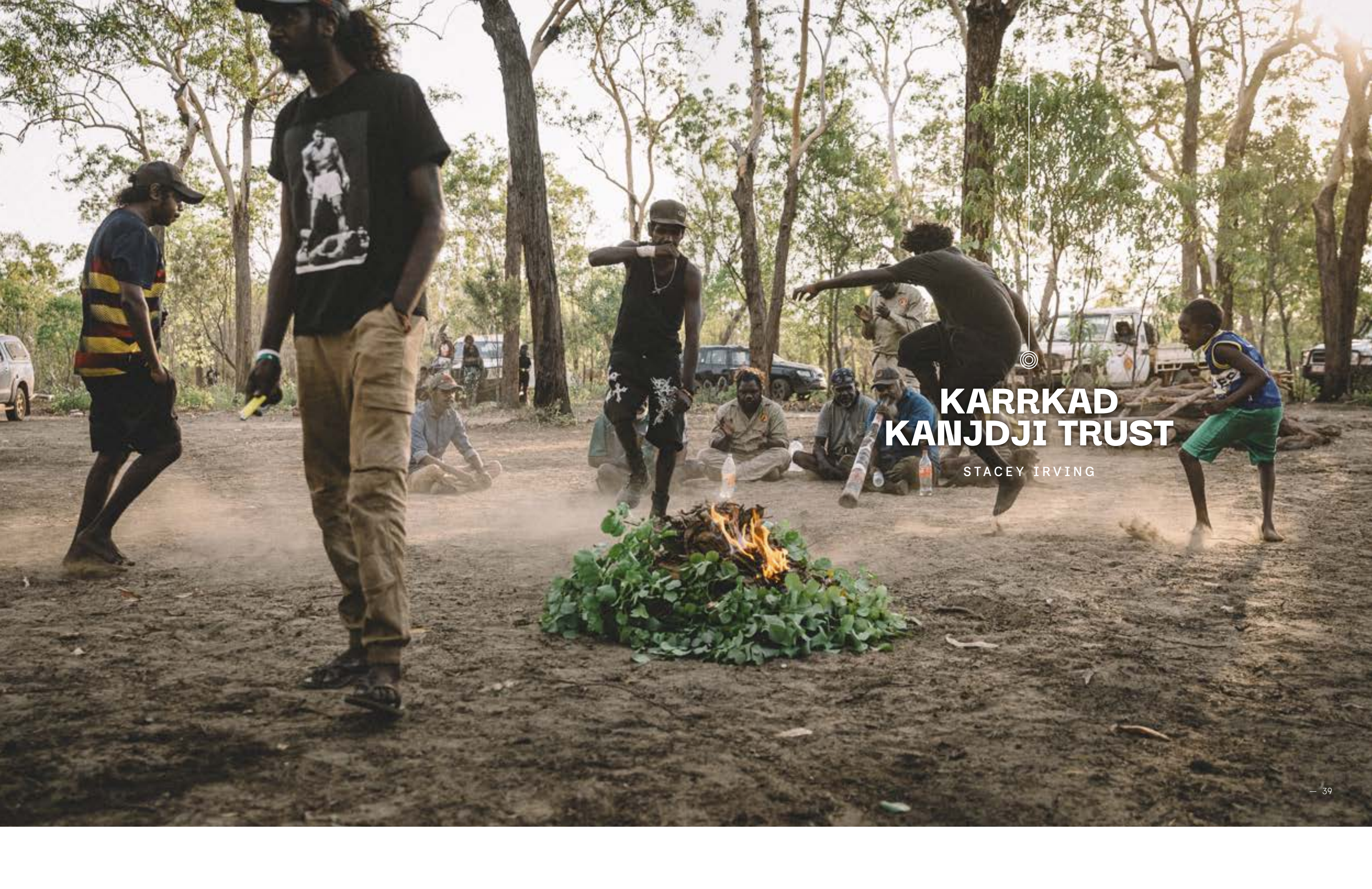


If I had to describe my year in one sentence, it would be:

***“I like working. I just love it. Everything got more better, got good at the skills.”***

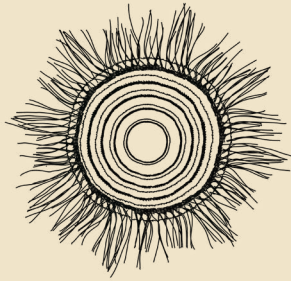
— Kahlia Dededar





©  
**KARRKAD  
KANJDJI TRUST**

STACEY IRVING



# Karrkad Kanjdi Trust

*The Karrkad Kanjdji Trust, or KKT, is an organisation established by Bininj who knew ranger groups needed more diverse funding streams. Today, KKT's job is to source philanthropic, non-government funding for eight Indigenous organisations across West and Central Arnhem Land, including Mimal. KKT acts as a bridge between Indigenous land management and financial supporters who want to see organisations like Mimal continue to thrive.*

This year, KKT secured and distributed over \$2.6 million in philanthropic funding to Mimal—a record amount for our partnership! This funding supported a wide range of important community-led work, like the Women's Ranger Program, the Learning on Country Program, the Bidwern Butj Uni, the Strong Women for Healthy Country Network and the Mibbarr Songline Project.

While the year was filled with so many highlights, the first Bidwern Butj Uni graduation at Barrapunta is one that truly stands out. It was a huge moment of shared joy and pride for KKT and Mimal, to see rangers and other community members be recognised and celebrated for their professional achievements, on Country and surrounded by family.

Looking forward, KKT and Mimal are particularly excited to see the Strong Women for Healthy Country Network continue to grow and gradually transition to an independent regional organisation that is equipped to support and connect with First Nations women from across the Northern Territory.

By sustaining and caring for our strong, respectful partnership we can continue to resource and realise Traditional Owners' vision for Country and communities' ideas for the future.

— **Stacey Irving**, CEO of Karrkad Kanjdji Trust  
& **John Dalywater**, Director of Karrkad Kanjdji Trust





HOST ORGANISATIONS

IMAGE: STRONG WOMEN FOR HEALTHY COUNTRY



# BIDWERN BUTJ UNI

MICHELLE DUNSCOMBE

*For many years, Traditional Owners, Elders and community leaders from West and Central Arnhem Land dreamed of Aboriginal owned, on Country adult learning. In 2024, this dream became reality when Bidwern Butj Uni (BBU), co created by Warddeken and Mimal, was established. Delivering community controlled, bi-cultural adult education to support self determination and leadership development.*

In 2025, BBU matured significantly. Rangers, youth, emerging leaders, and community members accessed a growing suite of accredited and skills-focused learning opportunities on Country, strengthening land management skills, cultural knowledge, digital capability, employment pathways, and community wellbeing.

In 2025, our major activities and responsibilities included delivering key on-Country training camps and supporting a wide range of skills development opportunities.

We ran the Winyama Mapping Camp at Barrapunta. BBU's first regional Training Camp, in partnership with Winyama, brought together 40 rangers across five ranger groups for practical QGIS and digital mapping skills.

We also supported the ALFA Fire Management Camp at Barnkey Waterfall, where rangers from Mimal, Warddeken, Djelk and Jawoyn completed a series of nationally accredited units involving early dry season fire operations, weather reading, aircraft safety, back-burning and firebreak creation. Rangers highlighted the value of collaboration across shared boundaries.

Across the year, we delivered or supported a wide range of training opportunities including Financial Wellbeing Workshops, an Automotive Skill Set, a Workplace Skills Set covering internet, spreadsheets and presentations, Test and Tag training in Darwin, a Welding Skill Set, Fire Training, Machinery Training, 4x4 Training, and Hairdressing Workshops. We also delivered Lucas Mill training, with over 12 participants trained in milling safety, timber selection, and sawmill operations.





One achievement we would like to highlight is the SEE First Nations Literacy and Digital Skills Program. Community-wide consultations informed the design of BBU's federally funded SEE First Nations literacy, numeracy and digital skills program, which is set to commence in 2026 with job opportunities within the community to support the program.

We also saw strong growth in the BBU team, growing from 2.5 staff based in Darwin to 7.5 staff based in Darwin and Weemol. The team will continue to grow community-based roles across both the Mimal and Warddeken IPAs in 2026.

Another milestone was the beginning of BBU-owned curriculum. Our co-designed Rock Art (BIM) units with Warddeken Rangers marked a significant step toward a future suite of BBU developed units grounded in Indigenous knowledge systems.

Women's participation in training also continued to strengthen across 2025, supporting growing gender equity.

In real-world impact, our training contributed to stronger land management capability through improved fire preparedness and safe early-dry-season operations, enhanced digital mapping and data management, skilled use of machinery, sawmills and equipment, and safer work practices including first aid, WHS and 4WD.

Participants also benefited through economic and employment outcomes, gaining job-relevant skills and qualifications, greater confidence in digital tools and workplace skills, clearer pathways into ranger work, community roles and further education, and opportunities within the SEE program.

Joint camps strengthened regional collaboration and coordination between ranger groups, supporting shared boundary fire response and knowledge exchange.

— Michelle Dunscombe, Bidwern Butj Uni



# MADRULK CONTRACTING

DES WARAHİ

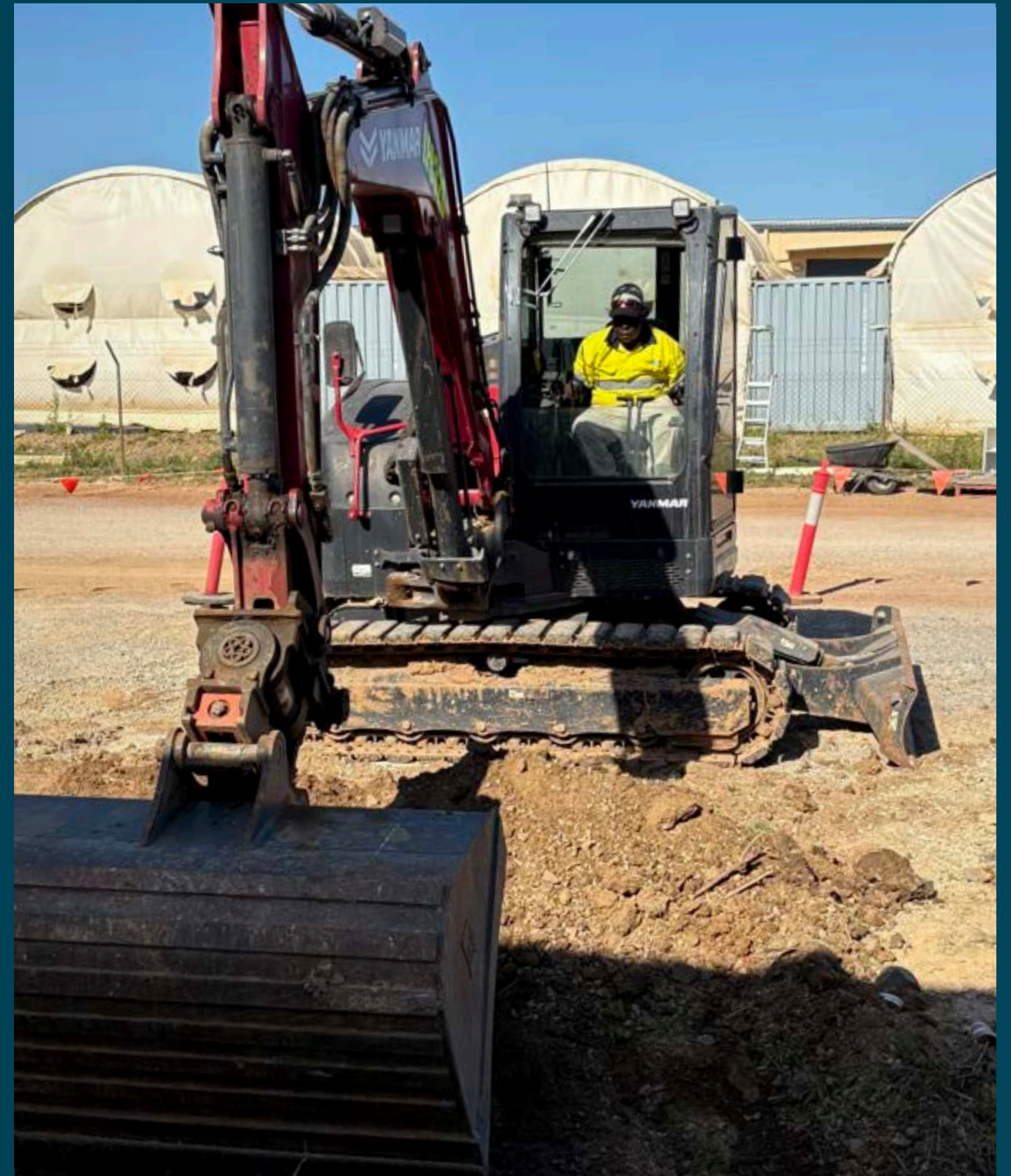
*Madrulk Contracting was formed in 2024 by Mimal Land Management Aboriginal Corporation and Loftus Contracting Pty Ltd as an Indigenous-led social enterprise created through a unique partnership.*

Loftus brings a comprehensive suite of construction services and experience in Civil Construction to assist building the social enterprise. Madrulk is led by a Board of Directors made up of representatives from Mimal (Who are the Majority of Directors), Loftus and two Independent Directors, the Chairperson is Kendrick Bush and Deputy Chairperson Mark Loftus with the Public Officer & Board Secretary Dominic Nicholls. Madrulk has also created a Business Development Sub Committee to support the development of the business.

Madrulk was created to provide employment, increased skills for Indigenous people within Arnhem Land through the delivery of civil infrastructure, maintenance programs, Roads, and Construction Infrastructure Projects, with profits uses to repair and develop side roads, tracks and outstation access roads within Arnhem Land to improve access to outstations and homelands, sites of cultural significance, food sources and improve transport connections between local communities.

In 2024 and 2025 Madrulk focused on building the capacity of the organisation including policy development, employment of Des Warahi as the Operations Manager in October 2024. Madrulk also submitted tenders individually and in partnership with Loftus Contracting with four tenders successful. Working with the Mimal Rangers three jobs were completed in Bulman. There are four jobs to start early in 2026 in Bulman and Weemol which includes a BMX track, Mimal Base Development, and potential Basketball court in Weemol. In 2025 Madrulk became members of the Northern Territory Indigenous Business Network (NTIBN) and the National Association of Women in Construction NT Branch.

As part of a Mimal Woman in Construction Grant, Madrulk supported Rangers Anthea Lawrence and Danisha Riley to undertake a four-week Workforce Exchange with Loftus Contracting in Queensland during October and into November 2025. Before the Exchange Anthea and Danisha were supported to complete the General





Construction Induction Card known as the White Card, Use of hand and power tools, Machinery and Welding Course including operations of a Bob Cat and Telehandler with Bidwern Buti.

During the Exchange the Rangers were Welcome to Country by local Mob, completed inductions, learned about health and safety procedures and worked on three sites joining in with concrete preparation, bridge and roading work, and took instruction and operated two excavators and three rollers. I would like to acknowledge the commitment by the Rangers who travelled and worked long hours and worked a long way from home for a month. We are currently in discussions around the next Exchange in April or May 2026.

Looking forward to 2026, Mardruk is continuing to look for contracts that will create local employment and increasing skills and improved greater improved access to areas that support greater connection for local communities. Our partners Loftus Contracting will be coming back up to Arnhem Land to work with us on a range of contracts, sharing their skills and experience while also giving us the opportunity to experience this unique and beautiful country and its people.

— **Des Warahi**, Operations Manager  
Mardruk Contracting



# STRONG WOMEN FOR HEALTHY COUNTRY

*The Strong Women for Healthy Country Network Aboriginal Corporation reached an important milestone in 2024-2025 with the formal establishment of the organisation and continued growth of a network supporting Aboriginal women caring for Country across the Northern Territory.*

## Our Journey

The Strong Women for Healthy Country Network has been shaped by Indigenous women across the Northern Territory over the past six years, with early support from Mimal Land Management Aboriginal Corporation. The network began in 2019 when Elders from Central Arnhem Land invited women from ranger groups across the Territory to gather and share a vision for stronger collaboration

Since then, large gatherings have taken place across the NT, bringing hundreds of women together to share knowledge, strengthen cultural leadership, and advocate for women caring for Country. These gatherings led to the formation of the Message Sticks Group in 2021 to maintain communication across the network between forums and support ongoing activities.

## Establishing the Corporation

A major achievement during this reporting period was the establishment of the Strong Women for Healthy Country Network Aboriginal Corporation, which was officially registered with the Office of the Registrar of Indigenous Corporations (ORIC) on 21 November 2024.

The corporation was created to support the long-term vision of the network and provide a strong governance structure for women caring for Country across the NT. During the transition period, administrative and financial management continues to be supported by Mimal Land Management.

At the 2024 Strong Women for Healthy Country Forum, 135 women registered as founding members of the corporation and 10 directors were elected to the inaugural Board. The network also confirmed its Message Sticks Group, a key leadership



body responsible for maintaining communication across communities, planning network activities, and advocating for women caring for Country.

### Growing the Network

The network now includes 135 registered members, representing women connected to Country across the Northern Territory. Members include rangers, cultural leaders, community advocates, and knowledge holders who are committed to supporting healthy Country and strong communities

Throughout the reporting period, the Message Sticks Group met regularly and continued to guide the network's activities, ensuring that the voices of women across remote communities remain central to decision-making.

### Key Activities and Achievements

#### Forums and gatherings

The fifth Strong Women for Healthy Country Forum was held from 3–5 September 2024 at Crab Claw Island on Larrakia Country, bringing together 260 women from 45 communities. The forum focused on governance development, cultural exchange, wellbeing, and leadership.

#### Caring for Country exchanges

The network supported 37 women to attend 10 events and workshops, including an international cultural exchange with Adivasi communities in southern India in January 2025.

#### Healing and wellbeing initiatives

Funding was secured through the Australian Government Department of Social Services to support healing camps planned for

2026–2027, aimed at strengthening the capacity of the caring for Country sector to respond to workplace violence and support women's wellbeing.

### Mentorship and support

Through the Strong Women for Healthy Country Mentorship Support Project, members were supported by a social worker, counsellor, and mentor roles, including the delivery of Mental Health First Aid training and connections with support services.

### Advocacy and leadership

Members represented the network at several national and international events, including the Nature's Leading Women Summit, the Skoll World Forum in Oxford, and the Women's Environmental Leadership Australia program.

### Best Practice for women caring for Country

Message Sticks members continued developing the network's Best Practice Principles for employing women caring for Country, sharing them with ranger groups and employers and beginning work on a practical toolkit.

### Partnerships and Collaboration

The network strengthened partnerships with organisations including the Northern Territory Government, WWF-Australia, The Nature Conservancy, the University of Queensland, and the Northern Land Council. New funding partnerships were also established with several national organisations and foundations.

These partnerships support the network's work to strengthen women's leadership in land and sea management and ensure that women's voices are recognised in conservation and climate action.



### Looking Ahead

With the corporation now established, the Board of Directors will focus on strengthening governance systems and developing a full strategic and operational plan for the organisation.

The Strong Women for Healthy Country Network continues to stand united as a collective voice for Aboriginal women caring

for Country across the Northern Territory, ensuring their knowledge, leadership, and cultural authority remain central to the future of land management and community wellbeing.



©  
**FIRE  
MANAGEMENT**

SAM LAWRENCE

# FIRE MANAGEMENT

*“We worked closely with Traditional Owners, neighbouring groups, and key partners to keep Country healthy.”*

— Sam Lawrence

In 2025, we (Mimal Rangers) delivered fire management across 1.8 million hectares of Dalabon, Rembarrnga, and Mayali Country in central Arnhem Land. Our work focused on annual fire planning, early burning, asset protection, wildfire response, landowner consultation, training, and monitoring Country health. We worked closely with Traditional Owners, neighbouring groups, and key partners to keep Country healthy.

Our major achievements from the year included:

- We tripled documented consultations, engaging 150+ landowners across 20 communities.

- We protected all identified assets through early season burning.
- We rapidly identified and eradicated gamba grass plants, safeguarding the carbon program.
- We built ranger capacity, with 36 fire-related courses completed, and introduced pre-burn templates to strengthen planning and future ranger autonomy.
- We maintained strong collaboration with neighbours, improving planning, communications, and joint activities.



Tripled consultations



Protected all assets via back burning



Eradicated gamba grass



Built ranger capacity



Collaborated with neighbours





In 2025, our work helped create long-term funding for local jobs, reduce wildfire intensity, and protect cultural, environmental, and economic assets across our Country. Traditional Owners, communities, partners, and neighbouring groups benefited through stronger protection of key places, safer fire management outcomes, and improved long-term capacity.

Our challenges included documenting consultations, increasing Traditional Owner involvement, variable curing rates across the IPA, and restrictions due to sorry business. From this, we learned to adjust burn timing, remain flexible, and strengthen the systems that support long-term planning and engagement.

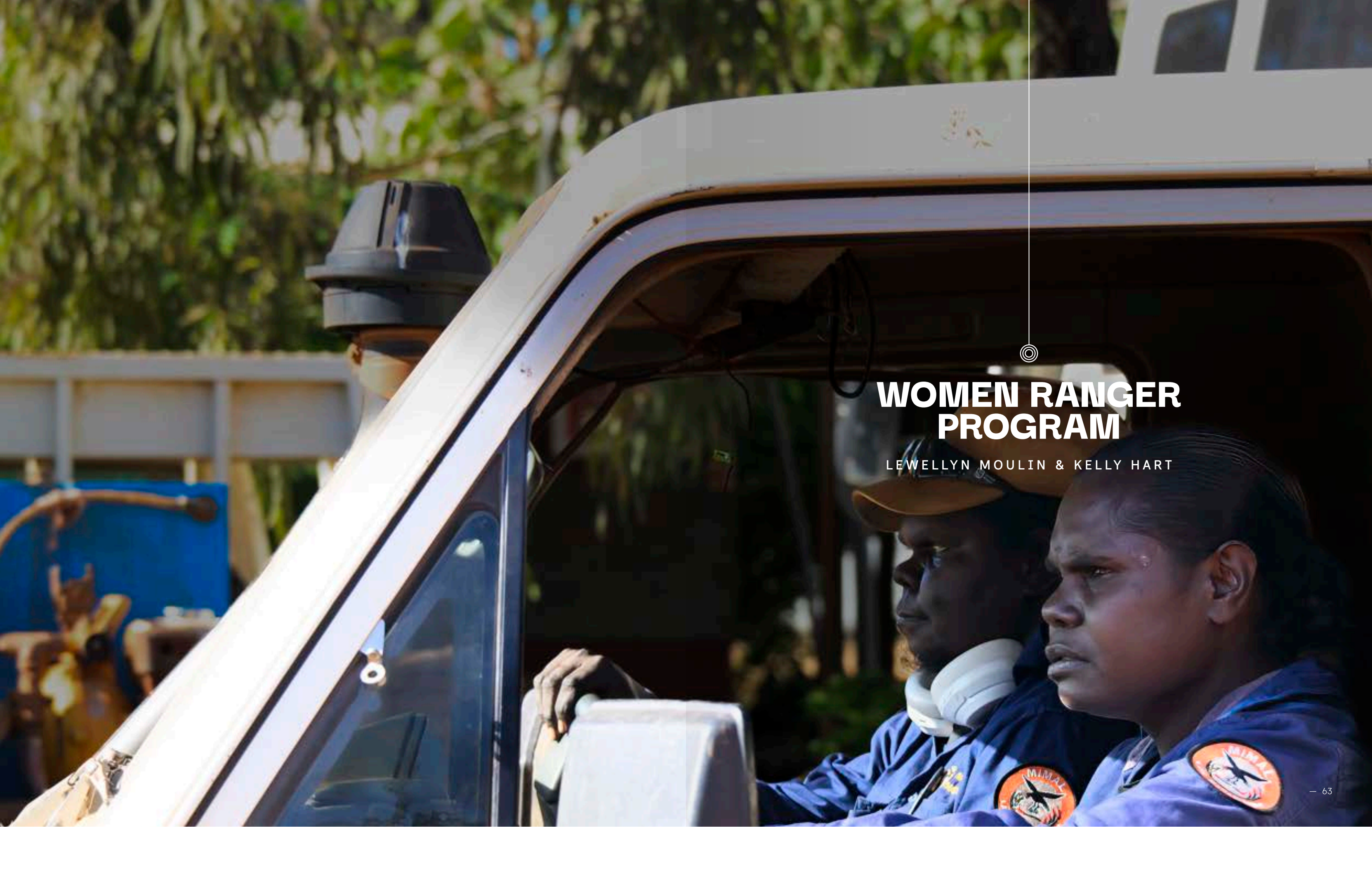
Weeks of continuous firefighting saw multiple fires igniting across our Country from lightning strikes, with fires burning simultaneously. Neighbouring ranger groups stepped in, holding fire lines and managing shared zones until we (Mimal Rangers) could arrive. Strong morale and camaraderie carried us through long days. The arrival of rain brought welcome relief, marking the end of an intense and demanding fire season.

Last year, we set out to improve our communication, collaboration, gap-filling, and training, and I'm pleased to say we've made great progress in these areas. Our team has shown strong leadership, we've worked well together, and we've strengthened our relationships with neighbours.

Looking ahead, our focus for next year should be on reducing the amount of Country we burn and encouraging greater involvement from our Traditional Owners.

I'm incredibly proud to be part of this team. The dedication and hard work everyone puts in each year make our success possible. Let's keep up the great work and continue building on what we've achieved.

— Sam Lawrence



©

# WOMEN RANGER PROGRAM

LEWELLYN MOULIN & KELLY HART



KAHLIA DEEDAR,  
WOMEN RANGER

LARISSA KELLY,  
WOMEN RANGER

DANISHA RILEY,  
WOMEN RANGER

JEANIE LEWIS,  
WOMEN RANGER

JAYDEN REDFORD,  
WOMEN RANGER

LEWELLYN MOULIN,  
WOMEN RANGER

# WOMEN RANGER PROGRAM

*“This year, the women rangers achieved several important outcomes that strengthened both land management and community capacity.”*

— Lewellyn Moulin & Kelly Hart

In 2025, the team delivered a broad program of land management activities across the IPA. Primary responsibilities included fire management, with early dry season aerial and ground burning planning and implementation, as well as late dry season wildfire response. Biosecurity work focused on community animal health surveys and avian influenza testing. Weed management activities included woody weed control, prickly acacia and gamba grass surveys, and wet season spraying. The team also undertook important cultural activities such as language programs and rock art surveys. Rangers also represented the organisation at regional and national events, including the North Australian Savanna Fire Forum, the North Australian Indigenous Biosecurity Forum, KKT and ALFA events, and the Territory Natural Resource Management awards.

This year, the women rangers achieved several important outcomes that

strengthened both land management and community capacity. Lydia Lawrence and Anthea Lawrence represented Mimal at Karrkad Kanjdji Trust meetings in Melbourne and Sydney, where they shared knowledge on traditional and contemporary fire management through the Mimal Fire Program and participated in discussions with Warddeken and ASRAC on preserving cultural heritage through fire. Women rangers Anthea Lawrence and Bessie Bradshaw also contributed to the construction of rammed earth walls for the future Mimal office at base, developing practical skills that will support community-led building and maintenance into the future. A strong focus was placed on gamba grass identification and education, with rangers attending specialist workshops, the North Australian Savanna Fire Forum, and the Gamba Eradication and Biodiversity Conservation Project workshop in Batchelor.





This training directly resulted in the successful identification and control of three separate gamba grass plants within the IPA.

The team made a meaningful real-world impact by supporting healthy country and strong community through everyday ranger work. This work enabled community members to see their families continuing two-way cultural and seasonal management of their country, strengthening the connection between people, knowledge, and land. Children benefited by seeing other positive role models in action and gaining a clear pathway to future employment and ranger careers. The work also provided ongoing income and skills development for rangers; delivering social, cultural, environmental and economic benefits across the community.

One of the biggest challenges in 2025 was achieving effective communication across the organisation. The team recognised that gaps in communication can impact planning, coordination, and understanding at all levels. Through reflecting on this challenge, the team learned the importance of clear, consistent, and timely communication and has identified the need to actively work towards improving communication processes across the organisation to strengthen teamwork and outcomes into the future.

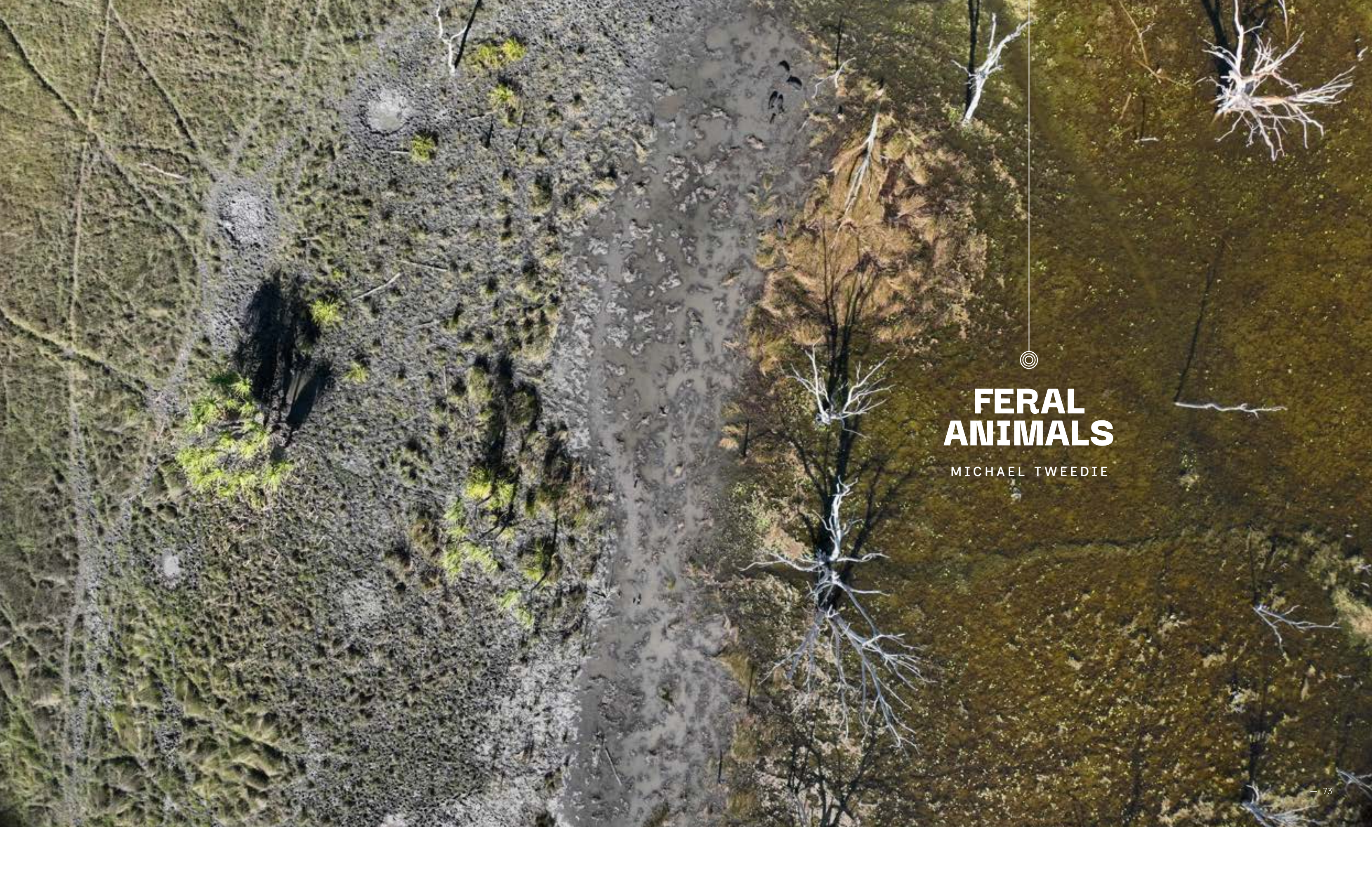
One strong story from 2025 that reflects the heart of our work is the leadership shown by senior ranger Lydia Lawrence in building, sharing, and strengthening knowledge through two-way learning. Lydia Lawrence attended a gamba grass identification workshop at the ICIN North Australian Savanna Fire Forum and, together with Jasmin Daly, participated in the Gamba Eradication and Biodiversity Conservation Project workshop in Batchelor. The rangers brought this knowledge back to the Mimal IPA and combined it with local cultural knowledge, sharing the gamba story with other rangers and community members. This ranger-led approach led directly to the identification and eradication of gamba grass within the IPA and highlights the rangers' focus on learning together, passing on knowledge, and working collectively to care for country.

— Lewellyn Moulin & Kelly Hart

**“ THE TEAM  
MADE A  
MEANINGFUL  
REAL-WORLD  
IMPACT. ”**

Lewellyn Moulin & Kelly Hart





# FERAL ANIMALS

MICHAEL TWEEDIE

# FAMCO

## *2025 was a big year for education and training in the feral animal space.*

Mimal Rangers attended the National Feral Pig Conference on the Gold Coast, the Central Aboriginal Land Council Biosecurity Conference in Bourketown, QLD, and the Territory NRM conference in Darwin. At the Territory NRM conference, Joe Ashley shared some of his experiences from completing his Cert III in Pest Animal Management and Aerial Platform Shooting training with NAILSMA under the PCAIS program. While on ground work was somewhat limited this year we did establish 4 baseline survey sites for the NAILSMA ICBA project which involved setting up time lapse cameras, doing aerial surveys with drones and helicopter and trialling LiDAR to survey ground cover.

As part of a ranger exchange program, Aiden Lindsey and I assisted our Northern neighbours ASRAC with part of their pig culling program. This included spotting and counting pigs during aerial shoots, tracking collared pigs using radio telemetry, and trapping and euthanising pigs in swamps, being able to partake in these ranger exchanges is essential to the success of the feral animal programs as it allows rangers to learn new and different techniques in the war on ferals.

One achievement we would like to highlight is the development and delivery of 13 modules on the history and future of buffalo and mustering in the Bulman area at Bulman Public School. This was done in

conjunction with the Learning On Country program.

In 2025 the real world impacts that we saw predominantly focused on improving the knowledge and skills of the ranger group. With rangers attending so many conferences and workshops they learnt a great deal about not only the practical side of biosecurity and feral animals, such as trapping and sampling but also the theoretical side and the vital roles that they play in Australia's frontline defence against biosecurity incursions as well as pest animals.

One of our biggest challenges for the year was the break in the FAMCO role, which resulted in set backs in some of the feral animal projects, however, this was only temporary and 2026 is shaping up to be a great year, with plenty of on ground work and training planned.

One of the best moments for me in 2025 was listening to the presentation that Kenita Bush made at the Christmas party. She spoke about what her and Shauna experienced and learnt at the Biosecurity Forum in Burketown in October. As well as finding out that Kenita has enrolled in a Cert IV in Tropical Biosecurity which is being run by Department of Agriculture, Forestry and Fisheries (DAFF).

— **Michael Tweedie**, Feral Animal Management Coordinator







LEARNING ON  
COUNTRY

SUSIE STOCKWELL



# LEARNING ON COUNTRY

*“We did a lot of good things this year, mainly for the kids teaching them — speaking the language, trying to keep it going. Taking them out bush — looking for bushtucker, surveying trees and their uses — learning the kids.”*

— Yvonne Lawrence

2025 was an amazing year for LOC in Bulman-Weemol. We planned a lot, we created a lot, we delivered a lot. Sometimes we nailed it, other times not quite. But still, we learned a lot and we learned the kids as well. So, I feel very grateful to reflect on the wins, the impact and the intergenerational knowledge transmission of language and culture that we have achieved in 2025.

We ran 81 sessions, teaching wurrud/daku about seasonal bushtucker, local plants and animals, as well as traditional skills such as weaving for girls and making clapsticks and spears for boys. We supported high

school students with work experience opportunities including fire management, fence maintenance and VET mechanics. We also supported older students to receive their driving licenses and tax file numbers.

In 2025 we went on two four-day Learning on Country camps with the high school classes; one to Kaboumi with the Maningrida LOC program and another to share cultural experiences on saltwater country with the Yirrkala LOC program. We also travelled up to Darwin to receive two NIMA awards in recognition of the music and language program running with the school.

81

Sessions

5

Camps and exchanges  
(including the NIMA awards)

17

Elders  
participated

28

Rangers participated  
(12 women, 16 men)





2025 was the year that both the LOC values and MOU were endorsed by the Steering Committee. Language has also been an intentional focus for 2025, creating educational resources to teach more Dalabon and Rembarrnga as part of LOC.

Looking back, 2025 has been another big year for the Mimal Learning on Country program!

We learned a lot in 2025 – as we explored new opportunities, I have realized just how hard it can be to teach some topics without the right cultural leaders and/or additional support in place.

Devoting our time and energy to this will be a priority for LOC as we move forward into the new year. Taking care of old people and the health of everyone in community remains a priority.

With our sights set on 2026, I am excited to continue building, delivering and sharing the Bulman-Weemol Learning on Country program. As the LOC team says, “we keep going!” – taking the kids camping, looking for bush darga, monitoring healthy country and learning kids to survive in the bush. Language remains a priority for 2026, as does collaborating with other LOC programs and delivering VET, to support student pathways for a brighter future.

2025 was a year of consolidation and teamwork, and I certainly feel like we are ready to unlock the next level of LOC in 2026.

LOC is rich when everyone comes together and puts their energy into teaching the kids. I couldn't be more grateful to everyone who has contributed to and supported the program in 2025. A special thank you to the amazing LOC team, the Elders, Mimal rangers and Bulman School staff who support the day-to-day planning and delivery of the program. I am thankful for CEO Dominic, the Mimal Board and chair, John Dalywater and KKT for supporting the program and its money story. Above all, I am grateful for the support of the Bulman and Weemol communities – thank you mob! 2025 has been an amazing year for Mimal's LOC program and we are looking forward to 2026.

— Susie Stockwell



©  
**STRONG  
CULTURE**

VICTOR ROSTRON & NATALIE CAREY

# STRONG CULTURE

*This year, the Strong Culture Project became an official Mimal department, reaffirming our commitment to a community-led program responding to the urgent calls of senior cultural custodians. Grounded in years of consultation, the project celebrates what is strong in our languages and culture while creating everyday opportunities to live them.*

Watch the recording:



“ Yo, today kondah nani, old church area Maningrida, it used to be called Bokomawa But really quiet here saltwater there djalawadidj ngurrinan Nanekunwok ngayolyolehme how program kadjordmen kare ngarribindjawan Bininj kunwokken and manbolh kunred. Nane program karridurrkmirri Kamak rowk kureh kureh support Support karryimerren one another kureh kurhe Bininj Balanda support karryimerran nane program karrijare. Not ngayi najare not Balanda kajare Bininj kobokobanj kabirrijare Kabirrijare karrikarre marnbun Ba nemekke wanjhken workshop or wanjhken organisation Karrikurrme bawurdurd kabirridurrkmirri wurdurd ngarribinkan Land kabirriyime kabirribengkan Balanda class ka and Bininj class ka bolkki Bininj Kunwok try karri karryimeyime wurdurd wurdurd kabirrire class ka Spelling ken kabirryime kunwok blah letter ngonken ba good way kabirridurrkmirri but naneng na Bininj kobokobanj nawern dawurro kabirrijare kabirikarrimarnbun bakarridurrkmirri Wurdurd ngarrbinbubukan ba baliye balanda Kanan baleh karrikurduyime nane program Nane program important nadjamun nane important Program bakarridurrkmirri bakare outside outside government kabengdayme kanan bakayime might be government oneday “ngare nabinun good program kabirridurrkmirri weleng kabirriyimre Really hard marrek karriwardi karrikudji marrek balekariyime Karrewardi karre Balanda karrijare side karridurrkmirri Balanda dorreng ba help kanyime kadberre funding money kabirrimang Kunwok kandiwok bibinbun In the future nabeno yungki kabo nane kadjordmen wurdurd kabirikarrme Kahbo really urgent nane real emergency bolkki wurdurd werrk werrk learn kabirriyime kunwok Not only Kunwok Wirridji karryolyolme Bunggul karryolyolme Kunred karryolyolme djarngnongong ngale ngale bakabirrikarrme ba kabirrinan baleh birridalkanbe baleh kunnugya karri karrkad walem kakbi koyek nemekke now djalnananj nane langauge and culture ngadkariyime kunwok. djalnadjamunduninj nemekke language and culture karrikarrme munguyhmumguyh. Mah kamak. ”

— Victor Rostron, On-Country Coordinator, Strong Country Project

“ Yo, today I’m here at the old church area in Maningrida. It used to be called Bokomawa. But it’s really quiet here by the saltwater, you can see the sea there. So what I’m talking about is how the program is growing, what we asked for. It’s about Bininj language, tracks and country. This program we’re working on, it’s going well, supporting in every direction. We will support one another, Bininj and balanda, in both directions. we’re supporting one another. So we want this program (to be) not what just I want and not what balanda want, but what Bininj and the old people want. They want us all to build the program (together), like into a workshop, or an organsiation. We place it there for our kids, so they can work (on it); we’ll take them with us for them to learn, so they will know. In Balanda class and in Bininj class. Today it’s Bininj Kunwok - We’ll keep trying to get all the kids to go through this class, doing Kunwok spelling, so they can work in the right way. But this thing (I’m talking about) is that Bininj, these old people, have many clan groups. They want us to build the program so we can work to teach all the kids so balanda far away can see our strength from this program. This program, it’s incredibly important, it’s sacred. This program we are working at maybe it will go outside and get more exposure so the government can look at us and recognise it or maybe say one day say, “I’ll go and see them. They’re working on good programs.” And they’ll come. It’s really hard, we can’t stand on our own. How can we do anything? We are standing with Balanda - we want to work side by side with Balanda. They can help us get funding, they can transcribe and translate our speech/language. In the future, maybe this program will grow so the kids can keep hold of it. I would say this is really urgent. It’s a real emergency. Today kids (need to) learn the language quickly. Not only language, also stories about ceremony. We’ll talk about Bungkul. We tell (them) about country, sacred sites. Anything and everything, so they can keep (the knowledge) so they can see where they came from, where their clan (estate) is. West, south, north, east. That’s the one. Just this, our language and culture, we say language and culture are (still) the most sacred/important things. We (need to) hold on to it forever and ever. Mah kamak. ”

— **Victor Rostron**, On-Country Coordinator, Strong Country Project

***We’ve focused on practical action—supporting families to return to Country, recording elders’ stories and songlines in Bininj-led ways, and developing language tools for children, schools, and community use.***

Our language team continues to strengthen Rembarrnga, Dalabon, and Mayili/Kune through new recordings, training Bininj language workers in digital tools to transcribe and translate materials into language kits and resources that keep knowledge in Bininj hands.

The Mibbarr Songline remains a flagship cultural project, with hundreds of hours of story, song, and ceremony woven into a living archive. The documentary, now entering its final phase, has drawn national recognition and funding for its groundbreaking Bininj leadership and revival work.

Responding to elders’ calls for regional collaboration, we’ve connected families and places through shared traditions. Through Learning on Country, we’ve worked with Rembarrnga families to support Mularra Bunggul lessons, bringing generations together through dance, song, and story, with regular practices planned for 2026 to share this Bunggul across communities again.

The Strong Culture program continues to build momentum, embodying the principles of the Healthy Country Plan by directly addressing key cultural and environmental threats through Bininj-led approaches. It stands as a powerful example of community agency and resilience, ensuring culture remains a living force for future generations.

Strong Culture highlights this year include:

- A community-led program shaped by years of consultation and directed by senior cultural custodians.
- 200+ hours of language and cultural recordings being translated and transcribed for archive.
- Increased fieldwork and on-Country recordings, including documentation of the B. Watson Funeral and Memorial.
- Dalabon, Rembarrnga, and Mayili/Kune language workers trained in ELAN, leading their own transcription and translation.
- New language kits and teaching resources developed for schools, Learning on Country, and community use.
- New and updated agreements for ethical protections, implementing leading global standards in ICIP and Indigenous Data Sovereignty.
- Continued collaboration with the Bininj Kunwok Regional Language and Culture Centre, Bush Heritage, linguists and researchers.

— **Natalie Carey**, Program Manager, Strong Culture Project



**“ I WOULD SAY THIS IS REALLY URGENT. IT’S A REAL EMERGENCY. TODAY KIDS (NEED TO) LEARN THE LANGUAGE QUICKLY. ”**

**Victor Rostron,**  
On-Country Coordinator, Strong Country Project



**HAPPY  
YARNING**

CELINA ERNST



# HAPPY YARNING

*Happy Yarning is a community-led social and emotional wellbeing program in Bulman-Weemol. It began in 2024 through a community co-design process, with local people shaping the vision and priorities. The program aims to create safe and welcoming spaces for healing, connection, culture, and support.*

In 2025, Happy Yarning delivered a wide range of activities for women, men, young people, and families. These included:

- Men’s and women’s healing circles
- On-Country wellbeing activities
- Cultural and art workshops such as weaving and harvesting
- Regular access to the Happy Yarning Hub.

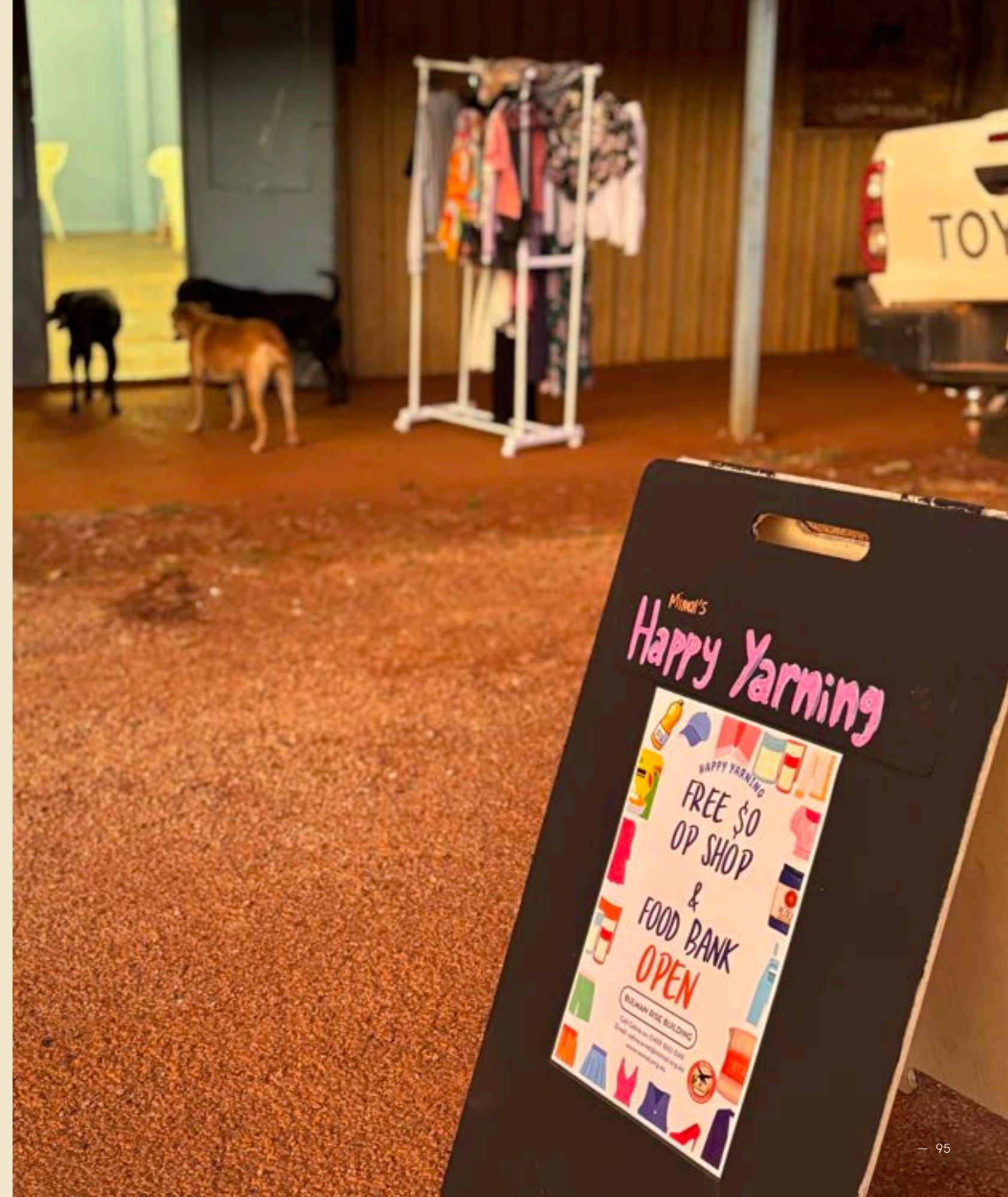
The Hub became a warm and reliable place for yarning, children’s activities, foodbank and op shop access, and informal support. The team also helped coordinate visits from external organisations, building strong relationships, and creating better ways of working together.



Activities / Events



Total attendances across the year





### Key Achievements

- Over 40 activities across the year
- Strong growth in men’s engagement through healing circles and camps
- Consistent and well-attended healing spaces for women of all ages
- Trauma-informed practice strengthened through regular visits from Gan’na Healing
- Elders continued to guide healing responses, including bringing back a culturally led “finish-up” process
- Recruitment of a male Support Worker later in the year, improving continuity and local leadership.

### Impact for Community

With more than 500 attendances across 2025, Happy Yarning is becoming a trusted space where people feel safe to learn and talk openly about grief, trauma, mental health, family stress, and healing.

Community members experienced:

- Stronger cultural connection and identity
- More opportunities to gather, yarn, and support one another
- Safe places for women, young people, and families
- Practical help that eased cost-of-living pressures.

Partnerships also improved outcomes for community. Through Happy Yarning, programs delivered by CatholicCare and NO MORE, Katherine West Health Board, NAFFLES, and the Centre for Disease Control (CDC), and Dementia Australia reached more people and were able to deliver support in a safer, more culturally guided way. Community members told us they felt more comfortable engaging when services visited through Happy Yarning.

### Challenges and Learnings

Like many remote communities, Bulman-Weemol experienced ongoing challenges such as extreme heat, ageing infrastructure, limited transport options, staff turnover in services, and periods of sorry business and cultural obligations. These experiences showed the importance of flexibility, strong relationships, and community-led planning. They also reinforced the need for consistent, reliable support that adapts to community rhythms.

### Looking Ahead

- Maintaining regular, community-led wellbeing activities
- Continued capacity building for Happy Yarning community staff
- Strengthening Elder leadership
- Supporting strong men’s and women’s healing spaces
- Keeping the Hub open as a safe place for support and connection.

**2025 in one sentence:** A year of building relationships, trust, cultural leadership, and community-led healing.

— Celina Ernst

# FINANCE REPORT

## CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

For the year ended 30 June 2025

		2025	2024
	Note	\$	\$
Revenue	4	8,905,395	9,959,625
Accounting and audit		219,047	132,681
Administration and project support		619,819	367,610
Bad and doubtful debts		58,430	38,936
Communications and IT		295,540	177,109
Consulting and legal fees		1,999,217	936,679
Depreciation and amortisation		376,044	178,847
Directors' fees		171,090	93,370
Employee expenses		5,136,562	3,174,681
Helicopter hire and avgas		392,576	705,538
Lease interest expense		277	352
Operational		657,024	647,000
Other		17,692	28,853
Repairs and maintenance		285,050	123,636
Training		115,022	52,078
Travel		1,184,991	658,960
Vehicle expenses		477,470	394,882
<b>Surplus / (deficit) for the year</b>		<b>(3,100,456)</b>	<b>2,248,414</b>
<b>Other comprehensive income</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive income</b>		<b>(3,100,456)</b>	<b>2,248,414</b>

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

		2025	2024
	Note	\$	\$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	6	4,414,339	8,857,820
Trade and other receivables	7	288,353	741,870
Other assets	8	933,271	289,479
<b>Total Current Assets</b>		<b>5,635,963</b>	<b>9,889,169</b>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	9	3,234,743	1,520,101
Right-of-use assets	10	4,922	7,040
Receivable from related party		-	-
<b>Total Non-Current Assets</b>		<b>3,239,665</b>	<b>1,527,141</b>
<b>Total Assets</b>		<b>8,875,628</b>	<b>11,416,310</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	11	991,810	1,129,739
Lease liabilities	10	2,460	2,413
Contract liabilities	12	870,172	334,085
Employee benefits	13	280,424	147,980
<b>Total Current Liabilities</b>		<b>2,144,867</b>	<b>1,614,217</b>
<b>NON-CURRENT LIABILITIES</b>			
Lease liabilities	10	2,552	4,755
Employee benefits	13	107,809	76,482
<b>Total Non-Current Liabilities</b>		<b>110,361</b>	<b>81,237</b>
<b>Total Liabilities</b>		<b>2,255,228</b>	<b>1,695,454</b>
<b>Net Assets</b>		<b>6,620,400</b>	<b>9,720,856</b>
<b>EQUITY</b>			
Accumulated surplus		6,620,400	9,720,856
<b>Total Equity</b>		<b>6,620,400</b>	<b>9,720,856</b>

MIMAL LAND MANAGEMENT  
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