

# Yolngu Tourism Masterplan Arnhem Land

## 2014-2032



Lirrwi Yolngu Tourism Aboriginal Corporation  
Yirrkala • Northern Territory • Australia



## Contents

Chairman's Introduction	3
Background to the Masterplan	4
An Introduction to Arnhem Land - Yolngu Land	6
Our Vision - Our Future	8
Mission - Our Pathway to the Future	9
Guiding Principles for Tourism	9
Strengths, Weaknesses, Opportunities, Threats	10
Learnings From Others - Research and Insights	11
Target Markets and Visitor Segments	14
The Way Forward - Our Strategic Directions	17
Strategy 1: Building Strong Foundations	18
Strategy 2: Partnerships for Success	33
Strategy 3: Community Consultation	37
Strategy 4: Homelands Destination Development	40
Strategy 5: Tour Development	62
Strategy 6: Training and Learning	68
Strategy 7: Arnhem Land Promotion	73
What Success Will Look Like	85
Achievements to Date	86
Key Actions for Masterplan Strategies 2014-2017	88
Lessons Learnt	90
Sharing the Knowledge	91
Our Thanks	92

## Chairman's Introduction

My name is Timmy Djawa Murrnmurrnga Burarrwanga and I am a man from the Gumatj Clan of North East Arnhem Land. Our family has been working in tourism for many years on our homeland at Bawaka. Tourism strengthens our culture, language, family connections and it makes us proud of who we are.

Our land is our life, our true connection to who we are. It is our library, our supermarket, our bush university. We want to share our knowledge and connection to the land with visitors to help Balanda understand how important this is for us.

In 2010 I took a big step and founded Lirrwi Yolngu Tourism Aboriginal Corporation to help Yolngu people right across Arnhem Land to create their own businesses. It needed to be an Aboriginal organisation based in Arnhem Land, which could relate to and help guide Yolngu people to create business on our country.

In 2012 we took the next big step by launching the Yolngu Tourism Masterplan. The Tourism Masterplan is a very important story: it is our journey to the future. It is a new way for Yolngu people that relies on the old ways. It has much information on how to create and build a new tourism economy.

It is a bit like a Lipa Lipa: a traditional canoe. Much care and thought goes into selecting the right tree to make the Lipa Lipa and when it is ready to sail, a big ceremony is held to send it safely on its way. The Tourism Masterplan Lipa Lipa is the same. The captain is always Yolngu: a leader who guides and steers the canoe through the magical waters of Arnhem Land, always picking the right direction to move forward.

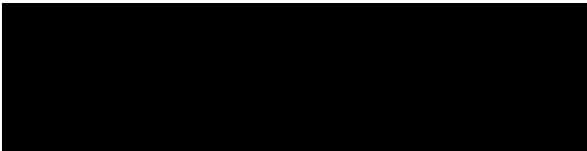
The Lipa Lipa has a powerful crew, made up of Yolngu people working in harmony with Balanda people, sharing knowledge and stories and ways of doing business. Sometimes the waters will be calm and we will move forward at great speed. Sometimes the going will be rough and we may have to slow down, or change course a little. But we will always keep our eyes on the horizon and move in the right direction.

When we reach our destination we will have created something very powerful and important for Yolngu people and for all Australians: a new economy where visitors come from all over the world to learn about our culture; a future for our kids and for their kids. Our culture will be strong and our country will be strong.

With the help we are getting from government, business people and friends who all believe in our vision; with the strength of Yolngu people; and with our wish to share our world and our culture, we will reach our destination. This is why the Tourism Masterplan is so important for everyone.

This Masterplan is a source of great Mulwat or value to Yolngu people. Mulwat is part of the Yolngu law that guides us. Lirrwi refers to layers and layers of information and knowledge that is held in the earth. The Masterplan as it grows and develops will also add layers and layers over the years.

Lirrwi is a bridge between Yolngu people and the rest of the world. We are very proud of the work we have done and very excited about the work still to be done. Please read the Masterplan and please come and visit us. There is no word in our language for 'stranger'. We see everyone as people and our homes and hearts are open to those who share this spirit.



**Timmy Djawa Burarrwanga**  
Chairman Lirrwi Yolngu Tourism Aboriginal Corporation

## Background to the Masterplan

**The Yolngu people of Arnhem Land have taken a bold decision to create a new economy across Arnhem Land through an ambitious and long-term plan. The aim is to develop low-impact, high-yield cultural tourism to create employment and economic prosperity and to assist Yolngu people to stay connected with their country and culture. The development of the Tourism Masterplan had been under consideration for a number of years. Many small businesses had already commenced operation on a limited basis, focusing on corporate cultural awareness and school tours.**

### **First steps**

Lirrwi Yolngu Tourism Aboriginal Corporation is a not-for-profit corporation registered by the Office of the Registrar of Indigenous Corporations (ORIC). It was created in 2010, by Yolngu, for Yolngu, to develop tourism. Its initial focus was the North East Arnhem Land region.

However, in 2012 the board of Lirrwi decided to take a broader, more ambitious view of the potential and create what is now emerging as a new and exciting visitor destination across Arnhem Land. This visionary thinking led to the development of the Yolngu Tourism Masterplan, which was launched in June 2012.

The key objective is to create up to 50 sustainable new enterprises over the next 15-20 years and to deliver high-quality, low-impact cultural tourism to a global audience. Arnhem Land will become known throughout Australia and internationally as THE place to go to have an extraordinary experience connecting with the world's oldest, continuous living culture.

The Yolngu people understand the opportunity and the challenges and are driven by a passion to share their rich culture. At the same time they wish to create a platform that will assist future generations to operate sustainable and successful businesses.

They also recognise the importance of genuine partnerships, with mutual commitment and mutual benefit. This recognition is very much within the context of achieving Yolngu empowerment and providing strong leadership. This has been a key feature of the development of the Masterplan to date.

### **Launch of the Masterplan proposal**

The Masterplan is a new way forward, ambitious and yet achievable. It was launched with significant support from the Commonwealth Government, through a T-QUAL Strategic Tourism Investment Grant (STIG). Importantly the Masterplan was also launched with a number of other strong foundations in place, including:

- A fully supportive Yolngu Board under the chairmanship of Djawa Burarrwanga, who conceived both Lirrwi Tourism and the Masterplan.
- The establishment of an advisory panel of leading Australian business, tourism, academic, government and Yolngu people.
- The appointment of John Morse AM, former CEO of Tourism Australia as Masterplan advisor on a long-term basis.
- The commitment of eight founding corporate partners to assist the development of the Masterplan.
- A committed team of people who run Lirrwi Tourism under manager, Matt Grooby.

Interestingly, nearly everyone who committed to the idea of the Masterplan in the early stages is still involved and support is increasing, sometimes from unexpected sources. This is a testament to the vision and capability of Yolngu people and the potential for Arnhem Land to become a new tourism destination in Australia and in doing so, create significant benefit for Yolngu people.

The Masterplan has important implications for other Aboriginal communities or regions wishing to follow this pathway. The potential is also to benefit the broader tourism industry across Australia, and indeed the national community as part of the important process of reconciliation.

### **Progress since 2012**

Progress in the two years since the Masterplan was launched in 2012 has, by any measure, been nothing short of extraordinary. Much of the work to date has been about laying strong corporate foundations for Lirrwi, particularly in the area of risk management, corporate governance and financial management; undertaking wide-ranging consultation with the Yolngu people about the future of tourism in Arnhem Land; and securing supportive partnerships and developing detailed strategies to support the execution of the Masterplan. During this period Lirrwi has also remained focused on its core role of growing tourism to Arnhem Land, in doing so generating part-time work for the 200 Yolngu people who have assisted in delivering tourism experiences to visitors.

### **Masterplan strategic directions**

The Masterplan covers seven key strategic areas:

- Building strong foundations
- Partnerships for success
- Community consultation
- Homelands destination development
- Tour development
- Training and learning
- Promoting Arnhem Land

Each of these strategic areas has a powerful common denominator. They have all been developed the Yolngu way, with Yolngu thinking and Yolngu values at the front and centre of each strategy. This Yolngu leadership and approach is strengthened considerably by the support and guidance of a large number of non-Indigenous individuals and organisations, who have given freely of their time, their wisdom and their knowledge.

Arnhem Land unquestionably has the potential to deliver an exciting new dimension for Australian tourism in the next 10 to 20 years (and beyond) and has many natural and cultural values that will resonate with people searching for more meaningful travel experiences. Australia is in some need of new tourism destinations and experiences that will generate international and domestic visitor interest and excitement, in the same way that the Great Barrier Reef and Uluru did back in the 1980s and '90s.

The Masterplan will eventually encompass the whole of Arnhem Land and ideally link with Kakadu National Park and Nitmiluk National Park, to create a destination that provides extraordinary and diverse Aboriginal experiences and to develop global recognition of and desire to visit and experience the world's oldest continuous living culture.

## An Introduction to Arnhem Land - Yolngu Land

**Arnhem Land is one of the last great undiscovered places in Australia and possibly the world. It lies to the east of Darwin in Australia's Northern Territory, covers approximately 97,000 square kilometres, and has a population of just over 16,000, the vast majority of whom are Aboriginal.**

### The land

It is a vast, ancient land, richly endowed with a culture that is more than 40,000 years old. Arnhem Land is Aboriginal owned and visitors need to obtain a permit to travel within its borders. Ceremonies that date back thousands of years are still widely practiced. No other destination in Australia has such mystique.

Yet Arnhem Land also has a very contemporary face: primary industries include mining, tourism, art and fishing. Well-managed tourism is growing and has significant potential as it allows people to remain connected to their country and culture, and can provide worthwhile employment and widespread economic and social benefit.

Arnhem Land is many things. Islands and bays with stunning white sands and the bluest water: magnificent billabongs, river systems and eucalyptus forests cover the landscape. Whilst Balanda<sup>1</sup> simply refer to two seasons, the 'Wet' from December to April and the 'Dry' from May to November, Yolngu recognise eight seasons.

Wildlife, while not nearly as iconic or extensive as in Africa, is nevertheless plentiful, with a large number of native animals including birdlife, crocodiles and wallabies. It is also a fishing paradise.

### Yolngu and their culture

Arnhem Land is also home to the world's oldest continuous living culture. The Yolngu<sup>2</sup> people are at one with the land. It is their school, their library, their home. All knowledge comes from the land and is handed down from generation to generation.

While there has been less contact with non-Indigenous people than has occurred in other parts of Australia, the Yolngu have had a strong connection with the Macassans of Sulawesi for hundreds of years. Trade, marriage and cultural exchange were a part of everyday life until the early twentieth century. Many Macassan words have been adopted into the Yolngu language; the Yolngu word for money is rupiah.

The Yolngu people are talented in their endeavors, and many speak up to 15 dialects. They are highly creative and some of Australia's best Indigenous art centers are located in Arnhem Land. Family names such as Marika, Yunupingu, Ganambarr, Namirrikii and Maymuru are known internationally and feature prominently in the collections of art galleries and museums as well as those held in private hands.

Many Arnhem Land performers are widely known including actor David Gulpilil (*Ten Canoes*, *The Tracker*, *Rabbit-proof Fence* and *Crocodile Dundee*) and Djakapurra Munyarryun who was one of the founders of Bangarra Dance Company and a star of the opening ceremony of the 2000 Sydney Olympic Games.

Gurumul Yunupingu, who comes from Elcho Island has performed before Her Majesty Queen Elizabeth the Second, and has been described as having "the voice of an angel". Elcho Island was also written about in the song 'My Island Home', written and sung by the late Mr G Burarrwanga of the Warumpi Band and turned into an international hit by Christine Anu. Yothu Yindi also came from North East Arnhem Land and the famous song 'Treaty' was written by the late Dr Yunupingu at Birany Birany, one of the homelands, which is starting a tourism venture. New performers and bands are emerging all the time, including East Journey and the Djuki Mala (Chooky Dancers), who went from being a YouTube sensation to a full performance company, touring Australia and internationally.

North East Arnhem Land, near Yirrkala, is the traditional home of the *yidaki* (didjeridu) and the ceremonial custodian Djalu still holds masterclasses in teaching its intricacies. The annual Garma Festival, attended by more than a thousand people attracts people from all walks of life and is held at the important site of Gulkula each August.

Arnhem Land is the home of many sacred places and sacred stories and the Yolngu are willing to share many of these with visitors; however, many are also too sacred to share. Dancing or *Bunggul* is a part of life, as are many ceremonies that date back to the beginnings of time. Yolngu love to teach Balanda dancing Yolngu style and even allow visitors to participate in some of the ceremonies.

Arnhem Land is all this and so much more; it was where the land-rights movement began in 1963, when Yolngu people sent bark petitions to the Commonwealth Parliament seeking recognition of rights to their traditional lands on the Gove Peninsula. These are the first documents bridging Commonwealth law, as it stood, and the Indigenous laws of the land. One of the petitions now hangs in Parliament House in Canberra.

Baniyala (also known as Yilpara), located on Blue Mud Bay, is a community that was fired on by the Dutch ship *Arnhem* in the early 1600s. In 2008 it became the first Yolngu community to secure sea rights.

---

<sup>1</sup> *Balanda*: Balanda is a Yolngu word to describe non-Indigenous people. It is believed to be an old Macassan word from Sulawesi (Indonesia), derived from the word Hollander.

<sup>2</sup> *Yolngu*: The word Yolngu is a generic word for Aboriginal people in North East Arnhem Land.

In 1978 Galurrwuy Yunupingu received one of Australia's highest honours, the Australian of the Year Award, for his services to the Aboriginal community and his role as an Aboriginal leader and land-rights advocate. In 1992 his younger brother the late Dr Yunupingu also received the Australian of the Year award for his work in 'building bridges of understanding between Aboriginal and non-Aboriginal people'.

### **Arnhem Land communities**

Arnhem Land has a number of significant Aboriginal communities including **Oenpelli** near the border with Kakadu National Park; **Maningrida** on the mid-north coast of Arnhem Land; the island community of **Milingimbi**; **Ramingining** on the edge of the vast Arafura Wetlands; **Gapuwiyak** on the shores of Lake Evella; **Galiwinku** on Elcho Island and **Yirrkala** in the far east of Arnhem Land. These communities each have populations of between 800 and 2000 people. They have schools, shops, clinics, airports and other basic facilities. Surrounding homelands rely on these communities for goods and services.

### **Arnhem Land homelands**

Homelands were created in east Arnhem Land in the early 1970s. Yolngu leaders and their extended families began moving away from the mission communities and the expanding mining town of Nhulunbuy, to return to their traditional clan lands around Arnhem Land. This was a Yolngu initiative to enable them to determine their own future, conduct their affairs according to Yolngu law and live and raise their children on their traditional land. Their vision was to develop sustainable, self-sufficient homelands for themselves, their families and future generations. That vision is still strong and relevant today. There are approximately 50 homelands in the east Arnhem region and many more throughout the whole of Arnhem Land.

### **Nhulunbuy**

The town of Nhulunbuy is the largest centre in Arnhem Land. It was built to service a bauxite mine and refinery in the 1970s and has grown to a population of approximately 3000. The town has many services and facilities, such as a supermarket, bank, post office, hospital, motels, restaurants, car hire, mechanical repairs and a range of retail outlets. Gove Airport, 15 kilometres from Nhulunbuy, receives Qantas jet services from Darwin and Cairns daily. Air North also flies six days a week from Darwin. In 2014 Rio Tinto will suspend its Gove Bauxite Refinery operation with significant job losses impacting on population and services in the region. This has meant that tourism is even more important as an economic activity, but there may be considerable challenges for tourism as a result of the changed economic situation.

Nhulunbuy is the ideal base for exploring Arnhem Land. Visitors to Nhulunbuy can enjoy a round of golf, take a fishing tour or experience sunset drinks and dinner overlooking Melville Bay. Dhimurru Aboriginal Corporation is based in Nhulunbuy and has a Ranger program, which manages many of the popular visitor sites in and around Nhulunbuy on behalf of the Traditional Owners. Permits to visit these areas are essential and can be obtained on the spot at Dhimurru offices.

### **Tourism assets**

From a tourism industry and visitor perspectives the region also has some practical assets including:

- **Air links:** Arnhem Land is a geographically compact area, with airports at the eastern and western points (Darwin and Gove). There are currently 92,000 commercial airline seats available into Gove (Nhulunbuy) per year from the international airports of Darwin and Cairns. There is also a highly developed network of internal air services within Arnhem Land. Many remote communities have airstrips for light aircraft, which operate on a regular basis.
- **Road systems:** Roads are manageable by four-wheel drive only (the roads also form a natural barrier to mass tourism (which is inappropriate to the region)).
- **The Lirriwi Yolngu Tourism Aboriginal Corporation:** Based in Yirrkala, Lirriwi has been in operation since 2010 and has already played a major role in the development of Indigenous tourism.

Arnhem Land definitely has great potential to develop as an exciting new destination for tourism, providing life-changing experiences for visitors; however, any tourism development must be led by and managed by Yolngu people, not impact negatively on the culture or the environment, be high-yield and low-impact, well-managed, sustainable and proceed at a pace determined by Yolngu.

## Our Vision, Our Future

---

A better social and economic future for all Yolngu people through sharing our culture with visitors to our country: Arnhem Land - Yolngu Land.

## Mission - Our Pathway to the Future

- Create one of the world's most exciting Indigenous cultural tourism destinations by welcoming visitors to Arnhem Land through well-managed low-impact tourism.
- Develop up to 50 new businesses, employing up to 1,000 Yolngu people in Arnhem Land by 2032.
- Increase current visitor nights to 3,000 and revenue to \$1 million by 2017 and thereafter achieve an annual increase of 10 per cent per annum in visitor nights and 5 per cent increase in visitor spend up until 2032. This will mean that by 2032, a sustainable target of 14,000 visitor nights per annum with a total spend of around \$10 million will have been achieved.
- Establish Lirrwi Yolngu Tourism Aboriginal Corporation as the organisation that leads development of Indigenous tourism in Arnhem Land.

## Guiding Principles for Tourism

**These Guiding Principles were developed at the Mulwat workshop held in November 2012 to provide a decision-making framework for the successful development of Arnhem Land as an exciting, rewarding new tourism destination. All existing and new tourism businesses will be required to subscribe to these Guiding Principles as a component of the Service Agreement with Lirrwi Tourism.**

### **The country**

- Arnhem Land has been the home of Yolngu people since the beginning of time; they have always been there, and this must be acknowledged and respected.
- Yolngu have a responsibility to care for country.
- Tourism should never control what happens on country.

### **Tourism business**

- Yolngu must have the right to say who can and who cannot visit the country.
- Yolngu wish to share knowledge with people from other places.
- The marketing and promotion of Arnhem Land must embrace all these values.
- The tourism calendar must synchronise with the Yolngu calendar.
- Yolngu should partner with Balanda, but not depend on Balanda.
- Tourism must be flexible and fit in with Yolngu culture, not control it.
- Infrastructure must be not overdone and kept in harmony with the country.
- Finances are only an instrumental means for achieving success and will never be considered an end in themselves: maximising profit will never be the number one business objective.

### **People**

- Recognition that Yolngu are 'farmers and custodians', not nomads.
- Visitors must recognise that Arnhem Land is a place to be slow and steady.
- Yolngu wish to be inclusive for all Australians.
- Tourism should be a positive influence on Yolngu to provide value.
- Tourism should be a source of pride for Yolngu.
- Yolngu will be open to mentoring.
- Tourism must recognise 'Mulwat' – value.

### **Culture**

- Yolngu will have the right to decide how much and what information to share.
- Surface information is enough for sharing.
- Ceremony takes precedence over tourism.
- External stakeholders must learn Yolngu culture and system.

### **Respect**

- The land and all it contains, needs to be recognised for its significance to Yolngu people.
- Sacred sites must be respected by everyone.
- History must be revised through tourism to recognise the Yolngu people as the first people of Arnhem Land.
- The environment will be respected at all times.
- Respect is a key requirement for all visitors.

# Strengths, Weaknesses, Opportunities, Threats

**This SWOT analysis was undertaken as a workshop during the Mulwat Conference in September 2012.**

## **Strengths**

### **Strong unique culture**

- World's oldest continuous living culture
- Strong kinship groups
- Living languages
- Performers
- Musicians
- Yidaki (didjeridu)
- Art centres

### **Natural pristine environment**

- Large area of Aboriginal-owned land
- Significant Indigenous Protected Areas (IPAs)

### **Yolngu connection with the land**

- Lifestyle
- Hunting and fishing
- Bush food and medicine
- Spirituality
- History, storytelling, sharing
- Art history and culture

### **Destination**

- Lirrwi Yolngu Tourism Aboriginal Corporation
- Predictable weather
- Adventures in culture
- Homelands wellbeing
- Sharing, teaching, cultural exchange
- Government and corporate support

### **Access**

- Air connections to Darwin and Cairns and within Arnhem Land
- Homeland access via roads and air

## **Weaknesses**

### **Structural**

- Conflict between communal ownership and private initiatives
- Possible conflict between pure tradition and creeping modernism
- Tourism is a new, unknown industry
- Land tenure

### **Destination**

- Lack of visitor infrastructure on homelands
- Rubbish
- Lack of brand identity
- Vast distances
- High cost of doing business

### **Product**

- Low returns for operators
- Seasonal business (April to November)

- Current perception of product and value
- Lack of capital

### **Business**

- Lirrwi financial stability
- Shortage of skilled staff
- Literacy and numeracy

### **Opportunities**

#### **Yolngu**

- Reconciliation, on Yolngu terms
- Yolngu control over future
- Unity
- Establishing understanding of Yolngu philosophy
- Connecting Yolngu with Balanda (non-Indigenous people)

#### **Economic**

- Create a new economy for Arnhem Land
- Sustainable change to help young people stay on country
- Capital opportunities to maintain and grow homelands and create independence
- Build a world-renowned brand
- Create partnerships
- Provide a road map for other Indigenous tourism destinations

#### **Business**

- Two-way exchange of knowledge and business practice
- Build long-term relationships with visitors, particularly educational and corporate groups
- Develop and promote new tours
- New markets: Asia, education, adventure, corporate, special interest
- Training and learning
- Increase visitation to existing community businesses
- Sustaining existing businesses

## **Threats**

### **Competitive**

- New competition for the tourist dollar from other destinations
- Exchange rate fluctuations
- Mining expansion
- Impacts on existing businesses through oversupply

### **Access**

- Reduction in air services
- Weather

### **Disunity**

- Disunity through picking 'winners'
- Yolngu politics and lore
- Land inheritance
- Lack of cooperation from regulatory authorities

## Learnings from Others - Research and Insights

**In preparing strategies for the Masterplan, consideration was given to a wide range of visitor data, demographic and psychographic information and other forms of market research to identify relevant information about visitor needs, interests and motivations.**

While the Indigenous tourism sector is significant, comprising more than a million domestic and international overnight visitors in 2013, it is broad in its definition.

Indigenous tourism visitors are defined by the types of cultural activities that they participate in while travelling in Australia. These include experiencing Aboriginal art, craft and cultural displays; attending an Aboriginal performance; or visiting an Aboriginal site or community. This may be as a one-off activity or as part of a range of other tourism activities.

While available research has delivered insights that the Yolngu have taken on board, much of the quantitative data is inconsistent and more qualitative insight is required – particularly for Arnhem Land – as this is a specialist tourism market and needs to be treated as such. Arnhem Land is a destination, not just an activity.

### Key insights

#### Awareness and potential

Evidence suggests that in Australian domestic markets there is a decline in Indigenous visitation, not because potential visitors don't want to engage in an Indigenous experience, but mainly because they don't know that an Indigenous tourism experience exists. In international markets there is strong visitor interest; however, there seems to be a disconnect between interest and participation, again largely due to a lack of knowledge and awareness.<sup>3</sup>

#### Differences between domestic and international Indigenous tourism visitors

Australians see Indigenous experiences very differently to our overseas visitors. The Australian view of an Indigenous experience is more passive, centered around reflection and learning. Overseas visitors are likely to see Indigenous experiences as offering adventure.<sup>4</sup>

#### Australians want to know more about Aboriginal culture

Galaxy research undertaken by Tourism NT in 2009 indicated that approximately four in five people (82 per cent) admit that they know little about Indigenous culture, although 90 per cent of respondents said they should know more, particularly for reconciliation. Respondents in Victoria (60 per cent), NSW (54 per cent) and Queensland (47 per cent) definitely want to know more, indicating opportunities and likely geographic source markets for positioning Lirrwi's cultural awareness programs.<sup>5</sup>

#### There are opportunities in education

The Galaxy research also showed that there were extremely strong views, held by the majority of parents in all states, that children should have Indigenous cultural knowledge; this was particularly strong among parent respondents in Queensland (99 per cent), NSW (96 per cent) and Victoria (93 per cent). This indicates opportunities for Lirrwi in the educational market.

#### Domestic Indigenous tourism visitors tend to be older

In domestic markets, interest in Indigenous tourism experiences is highest among older life-stage segments aged between 45 and 64 years. Most travel as a couple, with other couples or friends and relatives without kids; 66 per cent are working either full or part time, while 18 per cent are retired. This suggests a large and receptive consumer segment.

Experience for Australians	Experience for international visitors
Experience is involved and participatory	Experience is removed, observing
Is about understanding common ground	Is about seeing something different
Is about connection, closeness and learning	Is about diversity, excitement and adventure

Source: MyTravel Research 2011

<sup>3</sup> Source: Mapping Australia's International and Domestic Visitor Markets Against Indigenous Tourism Operators; L Ruhanen University of Queensland; Whitford, C McLennan, Griffith University January 2013

<sup>4</sup> Source: TRA International Visitor Survey and National Visitor Survey date YE June 2011 cited MyTravel Research

<sup>5</sup> Source: Galaxy Omnibus March 2009, cited Indigenous Cultural Education, Tourism Northern Territory

### **International visitors interpret Indigenous experiences as cultural adventures**

International visitors to the Northern Territory are predominantly younger experience-seekers aged 15–29 (39 per cent). Their primary motivation for travel is personal travel and they favour adventure and risk taking; however, older experience-seekers aged 45+ are more directed in their concepts of adventure towards immersion in unknown cultures. They desire destinations with contrasts, authenticity and opportunities for privilege.<sup>6</sup> This may be luxury but it can also mean privileged access to unique and authentic experiences. They tend to travel alone or as couples and European countries are the strongest source markets.

### **Type of experience**

Indigenous tourism is not seen as a stand-alone experience by Australians or international visitors: while this may be due to a lack of awareness of what is on offer, it could also suggest that perceptions of the Indigenous tourism experience may be enhanced by leveraging other experiences such as those presented by the natural environment. There are indications that Australians are also particularly receptive to the benefits of Indigenous tourism as a way of strengthening local communities.

---

<sup>6</sup> Source: TRA, IVS and NVS (unpublished data) cited in MyTravel Research, 2011

## Indigenous tourism visitor snapshot

### Australian Indigenous tourism visitor arrivals

Australia	1.190 million
International	691,480
Domestic	499,000*

Source: TRA Australia NVS and IVS data year ending September 2013  
\* denotes overnight trips made by domestic visitors

### Australian Indigenous tourism visitor nights

Australia	43.0 million
International	41.02 million
Domestic	2.07 million

Source: TRA Australia NVS and IVS data year ending September 2013

### Australian Indigenous tourism expenditure\*

Australia	\$5.9 billion
International	\$5.1 billion
Domestic	\$804 million

\*Total trip expenditure by visitors who participated in Indigenous activities  
Source: TRA Australia NVS and IVS data year ending September 2013

### Indigenous tourism visitors, market share by state (domestic overnight visitors)

Queensland	126,000	25%
NSW	93,000	19%
NT	87,000	17%
Victoria	67,000	13%
Western Australia	60,000	12%
South Australia	41,000	8%
ACT	23,000	5%
Tasmania	6,000	1%

Data includes visitors that experienced Indigenous tourism activities in more than one state. Source: TRA Australia NVS data year ending September 2013

### Northern Territory market share, Indigenous tourism visitors

International	25%
Domestic	17%

Source: TRA Australia NVS and IVS data year ending September 2013

### Northern Territory geographic source markets domestic

NT (Intrastate)	44%
NSW	16%
Victoria	11%
Queensland	10%

Source: TRA Australia NVS data year ending September 2013

### International

United Kingdom	13.7%
USA	13.6%
Germany	13.1%
Japan	8.5%

Source: TRA Australia IVS data year ending September 2013

### Northern Territory Indigenous tourism visitor age groups

#### Domestic

Aged 45–64 years	51%
Aged 25–44 years	28%

Most domestic Indigenous tourism visitors to the NT travelled with family, friends or relatives. Source: TRA Australia NVS data year ending September 2013

#### International

25–44 years	42%
45–64 years	23%
15–24 years	22%

Indicates a high proportion of student, backpacker and working holiday travellers as well as an older, midlife group. International Indigenous tourism visitors to the NT mostly travel unaccompanied or in an adult couple. Source: TRA Australia IVS data year ending September 2013

### Arnhem Land visitor profile (East Arnhem Land region)\*

Total Visitors	29,000	
Holiday Visitors	6,000	(19%)
VFR	5,000	(16%)
Business	18,000	(60%)

### Visitors by purpose of visit

#### Holiday

Domestic	5,640	(74%)
International	360	(6%)
VFR		
Domestic	4,650	(73%)
International	350	(7%)

#### Business

Domestic	17,820	(99%)
International	180	(1%)

### Geographic source markets

Northern Territory	52%
Queensland	20%
NSW/ACT	9%
Victoria/Tasmania	8%
International	4%

Source: TRA uses IVS and NVS data for the period 2002–2011 to develop annual estimates only, does not indicate changes over this period.

## Target Markets and Visitor Segments

**The most appropriate way in which visitors can engage with Arnhem Land is to travel as part of an escorted group. This is due to the cultural requirements, remoteness, internal infrastructure and wishes of the Yolngu people. Groups can include individuals who join scheduled group departures as well as groups who participate in a tour customised to their specific needs and interests.**

Lirrawi is developing product and marketing strategies to reach four key consumer segments:

1. **Corporate:** defined as executives and employees of private sector, government and philanthropic organisations participating in cultural awareness and corporate social responsibility (CSR) programs.
2. **Education:** school and university groups interested in cultural engagement and learning.
3. **Independent travellers:** aged 25–54 and interested in authentic cultural experiences and adventure.
4. **Special interest travellers:** defined by their interests in pursuits ranging from art to fishing and photography.

The main geographic source market for visitors is currently the domestic Australian market but as tourism to the region develops, it is anticipated that group travel will grow from international markets such as Europe, the USA and parts of Asia.

A number of key factors have influenced the selection of target consumer segments:

- Historical source of tours
- Potential yield
- Homeland experience capacity and product readiness
- Need to create a balanced portfolio to protect against downturn in any market
- The uniqueness of the experience
- Building long-term relationships
- Cost of marketing
- Research of potential demand

Since Lirrawi commenced operation in 2010, corporate and education groups from Australia have dominated visitor arrivals. Many of these groups have resulted from connections made through the Cultural Tourism Program at the annual Garma festival and have been highly beneficial in generating repeat visitation and providing valuable feedback for Lirrawi Tourism and Yolngu people on homelands.

As a result Lirrawi decided to focus on these two important segments and delay the introduction of independent traveller group programs until the tour experience was more developed. These tours will be introduced on a gradual basis from 2014.

Each of the target segments selected require different approaches, both from a promotional and experiential perspective. An important part of positioning Arnhem

Land and the Yolngu tourism experience is its cultural context and managing visitor expectations:

- **Expectations:** It needs to be understood that the 'tourism experience' in Arnhem Land is unique and falls well outside the normal mainstream tourism sector. Arnhem Land is a remote area and this alone creates a somewhat different experience to that usually encountered on an organised tour. Travellers should expect the unexpected.
- **Home:** In other societies 'home' is synonymous with a house and all that happens within it. In Arnhem Land 'home' has a different meaning; in the Yolngu world, the country and all that happens within it is regarded as home and therefore a different attitude is required.
- **Time:** A visit to Arnhem Land requires the visitor to adjust expectations from a normal holiday. Yolngu people have a different concept and understanding of time and place. There is a degree of spontaneity, and a relaxed informality, which sometimes results in changes to plans or itineraries at short notice.

Visitors to Arnhem Land who embrace and respect the cultural values of Yolngu people always have an enriching and in many cases, life-changing experience. In a sense, the target market is, more often than not, self-selecting; visitors have a strong interest in the culture and a willingness to embrace the different value system and step outside the comfort zone of everyday life.

### Target group travel segments

#### 1. Corporate

The corporate market to Arnhem Land is differentiated by type of organisation and focus of activity. Lirrawi's cultural awareness tours fit with four distinctive types of corporate demand:

- Private sector organisations seeking learning and team building experiences for groups of staff and management;
- Mixed business groups comprising individuals from different organisations who together participate in learning and relationship-building activities;
- Government departments seeking learning and team-building experiences for staff and management; and
- Philanthropic organisations interested in group programs to facilitate learning and provision of support.

#### Private sector organisations

Many companies in the private sector are now actively seeking learning and development programs that will assist them to attract and inspire high-performing individuals and nurture innovative thinking and problem solving. Lirrawi's cultural awareness programs give participants an in-depth and personal understanding of Yolngu culture, and in doing so a renewed perspective and energy for their corporate life.

The cultural awareness programs also fit well with a global trend towards corporate social responsibility (CSR) programs. In domestic markets there has been growing impetus by corporate Australia to develop Reconciliation Action Plans (RAPs). These are organisational business plans that aim to build strong and respectful relationships with Aboriginal and Torres Strait Island communities. They are about turning good intentions into sustainable business, employment and education opportunities. Since the launch of the RAP program in 2006 by Reconciliation Australia, more than 300 Australian organisations have joined the RAP community and now 11 of Australia's top 20 businesses have RAPs in place.

As part of this initiative, Lirrwi Tourism has hosted groups from many of Australia's leading corporations, including CBA, Rio Tinto and Telstra. This market will continue to grow as more companies look for experiences and programs that will make a difference to the lives of Aboriginal people as well as enhancing their own business practice.

**Mixed business groups:** While the majority of business groups comprise people from a single company, there is a trend and an opportunity for businesses or organisations such as Telstra or Reconciliation Australia to invite individual people from different businesses. This can be for relationship building, or gaining knowledge about Aboriginal culture. It is a great benefit to Lirrwi as it exposes the work Lirrwi is doing to many different corporate people, some of whom may become partners or sponsor their own groups in the future.

**Government departments:** A similar rationale applies to government as to the private sector and there is a greater onus within government organisations to implement a RAP. Lirrwi's government clients include Commonwealth agencies such as the Department of Education, Employment and Workplace Relations (DEEWR) and the Department of Social Services (DSS). State agencies include the Northern Territory Government's Department of Education and Department of Mines and Energy.

**Philanthropic organisations:** Lirrwi's cultural awareness programs actively support sustainable, local development for Yolngu people and have a natural appeal for philanthropic organisations. Lirrwi will develop touring opportunities to support this segment and already has established connections with organisations such as MH Carnegie and Co, the Myer Foundation, the Snow Foundation and the Caledonia Foundation. In addition, there are links with supportive government agencies that operate in the philanthropic space, such as Reconciliation Australia.

## 2. Education groups

This is another historically significant market for Lirrwi. In many respects Lirrwi Tours acts as a conduit between the 50,000-year-old Yolngu culture and non-Indigenous Australians. Education is the key to bridging the cultural gap and Lirrwi Tourism works with both secondary schools and universities to bring students to North East Arnhem Land. Since 2011 more than 13 different schools and universities have visited the region on cultural awareness programs. Groups have primarily come from private schools in Melbourne; however, there is also strong potential in Sydney and Canberra, and these markets will be explored in the coming years.

School and university groups are an important source of return visitation and also deliver broader cultural benefits: the young people on the tour gain a deep insight into the culture, which helps in the reconciliation process and creates long-term relationships with Yolngu families and individuals. Often the tours include young Aboriginal people who are attending the school on scholarships and the tour in many cases helps them to reconnect with their culture.

## 3. Independent travellers

This is the last market segment to be developed as it is more demanding than other segments: it is more expensive to reach and international markets are also impacted by exchange-rate fluctuations and economic conditions. This type of tourism can also be more expensive than other more mainstream destinations in Australia and overseas. While Arnhem Land is not necessarily price competitive, it is a unique experience that cannot be offered anywhere else.

Lirrwi made a strategic decision some time ago to delay an approach to this market until the experience was more developed and consumer marketing strategies were in place. Group tours for independent travellers will be launched in 2014. The potential in the mid to long term is significant and two distinct segments are being targeted.

**Cultural travellers:** This segment is defined as older travellers aged 45 to 64, educated, culturally aware travellers, primarily interested in cultural immersion experiences. Research indicates that there are many similarities between international and domestic cultural travellers, who are also termed 'conscious' or 'considerate' travellers. They each require a unique and authentic experience, they are culturally aware and in many instances want to put something back into the community.

**Adventure travellers:** Adventure travel is enjoying significant growth on a global basis. It is defined as travel with two or more of the following qualities:

- Immersion in a natural environment
- A cultural exchange
- Physical activity

As Lirrwi only operates in group travel its approach to developing this market is to provide customised touring, accommodation and ground services to national and international adventure tour operators. These are natural distribution partners for Lirrwi as they are expert in reaching the experience-seeking adventure traveller. Some of the tour operators Lirrwi is working with include Lindblad Expedition-National Geographic Cruises, Bill Peach Journeys, Wild Bush Luxury, World Expeditions, Abercrombie & Kent, Lords Safaris and Venture North.

#### **4. Special interest travellers**

This segment is very diverse and requires customised tour offerings to address very specific areas of interest and a highly targeted marketing approach. The following special-interest segments have real potential and some tours are already in development:

**Art tours:** Tours are currently being developed for the Art Gallery of NSW and the Museum of Contemporary Art for 2014 and 2015.

**Fishing tours:** Lirrwi is working with selected homelands to develop a fishing tour offering that includes both traditional and contemporary fishing experiences.

**Walking tours:** The long-term plan is to develop an iconic walk through Arnhem Land with an experienced operator using Yolngu guides.

**Academic tours:** Key targets include universities, colleges and alumni. In particular, history, anthropology and Indigenous studies students have real potential.

**Birdwatching tours:** Possibly undertaken in conjunction with Birds Australia.

**Self-drive tag-along tours:** The drive market into Arnhem Land is growing, due to more marketing activity by Tourism NT and steady improvements to the Central Arnhem Road. Typically these visitors come in four-wheel drives towing off-road camper trailers. This market is typically younger, better-educated and more affluent than the wider 'grey nomad' caravan market. With four vehicles or more, this can be economically viable. Lirrwi can do its own custom tours for these groups or outsource to a trusted Tag-along tour operator such as Great Divide Tours.

**Photographic tours:** Lirrwi has developed an itinerary based on the Yolngu Dhukarr Adventures in Culture Multi-Homeland Tour, but tailored specifically for photographers. Arnhem Land presents a range of unique photographic opportunities including people, landscapes and fauna that have great appeal.

**Media support:** Lirrwi is well equipped to provide a range of support and services to television and film productions. While this is not strictly tourism, it does represent significant business, employs Yolngu and utilises Lirrwi's tourism resources. Fees are charged for this service.

## The Way Forward - Our Strategic Directions

**Lirrwi Yolngu Tourism Aboriginal Corporation has identified seven strategic directions in its Masterplan to ensure that Arnhem Land is fully able to realise its vision for creating a better social and economic future for all Yolngu people:**

### 1. Building strong foundations

Establish stable foundations for Lirrwi Yolngu Tourism Aboriginal Corporation through implementation of legal, risk management corporate governance human resources, business development and financial management frameworks.

### 2. Partnerships for success

Create partnerships with 15 corporations and relevant government agencies, to provide a broad range of professional services and financial support to Lirrwi and the homelands, to assist destination infrastructure and business development.

### 3. Community consultation

To ensure the Yolngu Community leads the style and pace of tourism development in their country, and decision-making follows a set of Guiding Principles developed through comprehensive consultation with the community.

### 4. Homelands destination development

Work with homeland communities to identify tourism opportunities on individual homelands and create appropriate infrastructure to be able to cater to a variety of target visitor segments.

### 5. Tour development

To develop a range of tours and visitor experiences to engage priority visitor segments including corporate groups, school tours and cultural tourism groups.

### 6. Training and learning

To develop and implement a range of training and job preparation programs which will ensure a local skills base across a wide range of disciplines including: marketing, business management, touring and transportation, administration, financial management, hospitality and events.

### 7. Promotion of Arnhem Land

To raise awareness, consideration and intent to travel to Arnhem Land through strategic marketing communication programs.

## Strategic Direction 1: Building Strong Foundations

**The Meaning of Lirrwi**

**About Lirrwi**

**Lirrwi Business Model**

**Lirrwi Organisational Structure**

**Lirrwi Business Plan**

**Lirrwi Sustainability**

**Lirrwi Governance and Risk Management**

**Risk Management Framework**

**Policy Development**

**Legal Matters**

**Asset Register**

### The Meaning of 'Lirrwi'

---

'Lirrwi is a powerful Yolngu word, which literally translated means 'charcoal' (Nurrngitj). Lirrwi defines the layers of charcoal, which go deep into the earth and deep into the past. It is the place where Yolngu people always return to, in life and beyond life. A single piece of charcoal cannot burn brightly on its own. It takes many pieces. So too with the people and the culture. In the Yolngu world everything is connected, the country, the people, the plants and the animals, even the sky and the world above'

## About Lirrwi

**Lirrwi exists to create a new visitor economy for Arnhem Land through the development and positioning of homeland destinations to national and international visitor markets. The aim is to create sustainable economic foundations that will enable more Yolngu people to remain on country and live the more traditional lifestyle associated with better social, cultural and health outcomes.**

### **Lirrwi ... how the organisation evolved**

Lirrwi Tourism evolved out of a pilot program called the East Arnhem Tourism Hub, which was established in 2007 by Tourism NT with Commonwealth funding from former Department of Education Employment and Workplace Relations (DEEWR). It soon became apparent to the Yolngu people that the scope and capacity of the original hub was too limited to properly develop cultural tourism businesses. There was inadequate resource, staffing and strategic capability. Most importantly the Yolngu felt they were not in control of their own destiny in tourism development.

A decision was taken by Chairman Djawa Burarrwanga to restructure the operation and create a new organisation, led by Yolngu people. This was an historic decision and in 2010 Lirrwi Yolngu Tourism Aboriginal Tourism Corporation was formed as a not-for-profit Aboriginal Corporation. It was established through the Office of the Registrar of Indigenous Corporations (ORIC) with an all Yolngu board. DEEWR and the Aboriginal Benefits Account (ABA) immediately came on board with financial support. Matt Grooby was appointed manager in May 2011.

The Yolngu Tourism Masterplan, launched in June 2012 has been a defining aspect of Lirrwi Tourism and has attracted a wide range of highly skilled partners and supporters who bring talent, experience, skill and capital to the organisation.

Lirrwi attained nationally recognised tourism accreditation (ATAP) in 2012. This was an important milestone and meant Lirrwi was accepted into the Indigenous Tourism Champions Program (ITCP). This program is run collaboratively by Tourism Australia and Indigenous Business Australia in conjunction with the

state and territory tourism organisations. It provides accredited Aboriginal tourism product with wide ranging marketing and trade development opportunities and assists them to build a reputation for reliability and consistent quality in service delivery.

### **Addressing market failure**

As a not-for-profit Aboriginal corporation Lirrwi puts all income into tourism development and is well placed to address the significant 'market failure' that exists in the region (with appropriate levels of support). Although Arnhem Land holds considerable potential for tourism there are also significant barriers that would deter purely commercial tourism operations.

The concept of 'market failure' is particularly relevant to tourism destinations. The globally recognised and utilised practice to address this situation, is for governments to step in to take on a developmental role, which no private sector organisation could or would do.

Some good examples of how this applies in the Australian tourism market are the federal, state and local government tourism bodies. Their role is to undertake broad based destination, product and event development; assist tourism operators in developing their businesses; help expand market distribution and coordinate destination marketing and promotion. While they all have a responsibility to work with the private sector, they all have to be funded by governments, because without that funding, there would be market failure.

This principle applies equally to Lirrwi. The organisation has taken on the role of developing Arnhem Land as a tourism destination. There is no other organisation that has the capability to undertake the roles of branding, promotion, product and destination development and assisting homeland business become viable through training, mentoring and advising on everything from accreditation to financial and risk management.

The vision and scope of the Tourism Masterplan together with Lirrwi's innovative structure and sound business model makes a compelling case for support from various funding agencies, corporate partners and other philanthropic organisations.

## Lirrwi business model

Lirrwi's starting point for creating a new business model to develop Arnhem Land as a tourism destination was to undertake extensive consultation with Yolngu communities to establish the Guiding Principles for Tourism. Other considerations pointed to the need for structuring its operations in such a way that it could address key factors affecting tourism in Arnhem Land. These included:

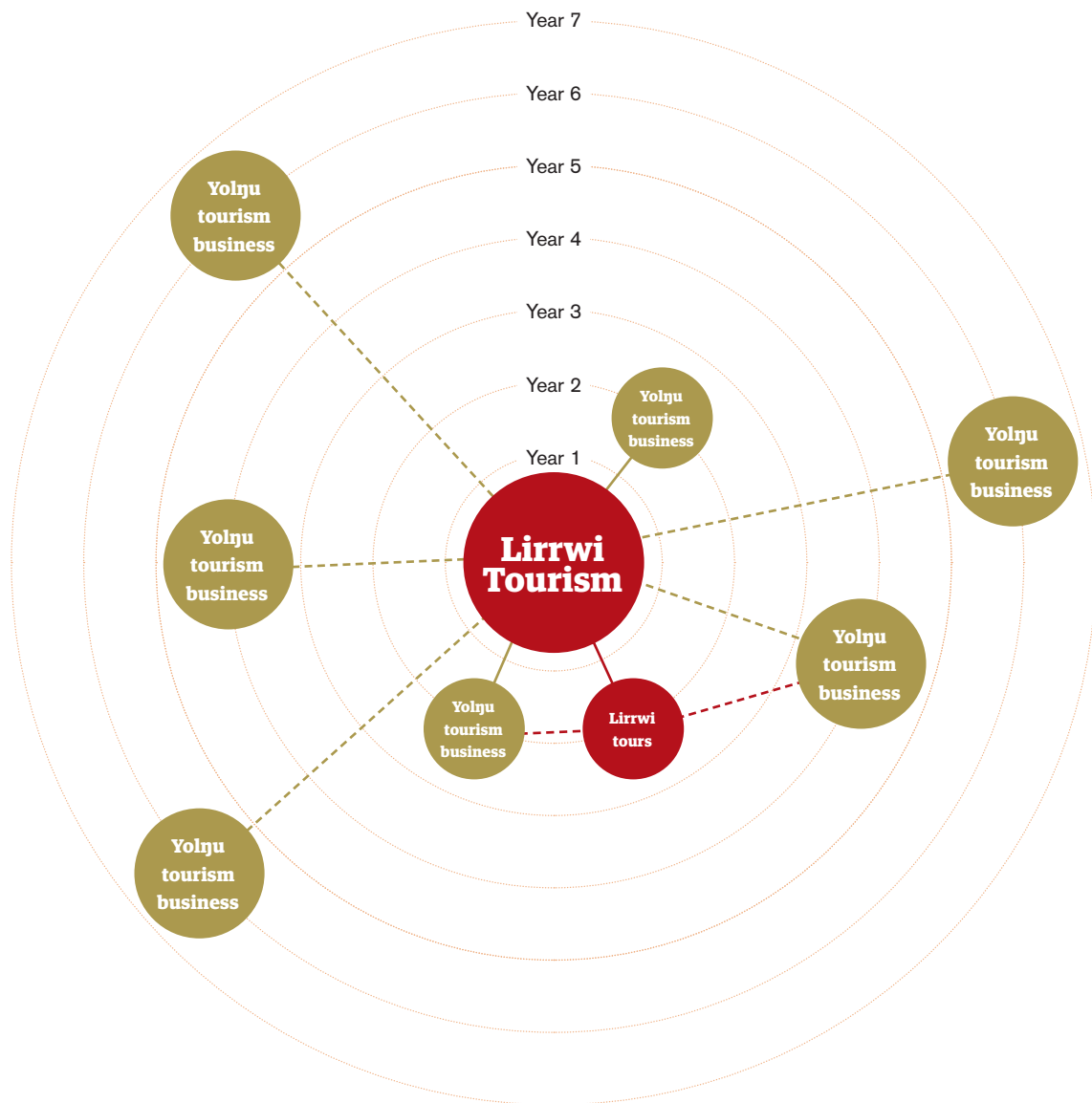
- **The capability of Lirrwi Tourism to secure funding and provide support advice and training to homelands** across a broad range of business disciplines including business establishment and risk management.
- **The capability of Lirrwi to develop relationships** with government and to secure and work with partners, mentors and the travel industry.
- **The capacity for Lirrwi to develop a united and coordinated brand** for Arnhem Land, which could not be done by any single operator.
- **The need for a single point of reference** for government, promotional bodies, partners and the travel industry.
- **The need for strong, consistent and visionary leadership** that the communities could confidently support.
- **The need to have a well managed controlled approach** to tourism development.
- **The need for homelands to move into tourism gradually** and focus initially on delivering the core experience rather than worrying about marketing, transport, food service, accommodation etc.
- **The need for flexibility in case of unexpected disruptions** such as Sorry Business.
- **The time for individual homeland businesses to grow** and become more independent as they become more experienced, more confident and more knowledgeable about tourism business.

The model that accommodated all the above considerations is uncomplicated and effective. It is based on the concept of *'Yothu Yindi'*, or 'mother and child', Lirrwi is the 'mother' and the homelands are the 'children'. In the initial stages Lirrwi provides the customers, looks after bookings, transport to the homeland, camping facilities, food, financial assistance, payment; the people from the homeland focus on delivering a unique experience.

As the 'child' gains experience and knowledge, they become more independent, and will undertake financial management and other important training, establish market gardens, prepare meals for visitors, develop accommodation and even provide transport. The growth of the business will be similar to the growth of a young person, seeking independence, making mistakes and a continual process of learning and testing boundaries, all the time knowing that the 'mother' Lirrwi is there for advice, back up and support.

The bond between the homelands and Lirrwi will be permanent, and operate initially under an MOU and as more experience is gained, a Service Agreement will be developed with each homeland. This will cover standards, training, commissions, accreditation and all aspects of running a successful business. Lirrwi will always be responsible for marketing, bookings and relationships with mentors, partners and government organisations. In return for providing these services Lirrwi takes a commission from each tour, which varies between 20 and 40 per cent. A higher commission is necessary in the initial stages because of the greater responsibility and workload undertaken by Lirrwi. This will reduce over time as each homeland becomes more independent.

There is also an opportunity (and a necessity) for Lirrwi to develop its own tours to help maintain financial viability and cater for special interest markets such as art tours, festivals, walking tours etc. The single disadvantage of this model is that it places a short-term financial liability on Lirrwi.



**Lirrwai business model**

The model shows the 'mother and child' principle for developing homeland based Yolngu tourism businesses. Lirrwai supports businesses over period of up to seven years with tourism business services ranging from training and mentoring to provision of booking systems and touring infrastructure. As the homeland businesses gradually become more independent Lirrwai is able to reduce the level of its involvement, although it will always remain connected to the homelands by coordinating marketing, bookings and partner support. Lirrwai will also run its own customised tours catering to the special interest market.

## Lirrwi organisational structure

Lirrwi is governed by an executive board comprising Yolngu business, cultural and community leaders. It is supported by a special advisor on the development and implementation of the Masterplan and an advisory panel of eminent Australians.

### The Lirrwi Board

- **Djawa (Timmy) Burarrwanga - Chairman**

Djawa is a well known Gumatj man who has had a passion for tourism for many years. The Burarrwanga family have been working in tourism on their homeland, Bawaka for many years and have been pioneers in cultural tourism in the region. In addition to being Lirrwi chairman and managing director of Bawaka Cultural Experiences, Djawa was a member of the Expert Panel for Constitutional Reform as well as being a board member for a range of local Aboriginal organisations. Djawa was the driving force behind the establishment of Lirrwi Yolngu Tourism.

- **Dhanggal Gurruwiwi**

Dhanggal is a member of the Galpu Clan and strong voice for Yolngu women. She is a director of Rripangu Yidaki, a business focused on Yidaki (didjeridu) and headed up by her brother Djalu, the recognised custodian of the Yidaki. Dhanggal also lectures in the Charles Darwin University Yolngu Studies Program, is a translator for the Aboriginal Interpreter Service and works with NT Corrections for prisoner visitation. Dhanggal hopes to develop their homeland Gikal for tourism and eventually be able to return there to live.

- **Daryl Lacey**

Daryl is connected to Nyinyikay Homeland where his mother Balatj and brother Marcus live. He is a senior Dhimurru Ranger who is a board member of the National Resource Management Board (NT) and National Aborigines and Islanders Day Observance Committee (NAIDOC) award recipient for Environmental Management. Daryl also finds time to assist Lirrwi with a number of tours each year.

- **Barayuwa Mununggurr**

Barayuwa Mununggurr is a widely respected and popular Yolngu elder of the Djapu clan. His homeland is Bukudal where he established the Bukudal School Camps business. In addition to being a Lirrwi board member, Barayuwa is also chairman of Lanyhapuy Homelands Aboriginal Corporation.

- **Mangalay (Peter) Yunupingu**

Mangalay is a senior Gumatj Clan leader from Birany Birany Homeland. Although relatively new to tourism, Mangalay and Birany Birany Homeland have shown a great commitment to tourism as evidenced by his elevation to Director.

- **Dhalulu Ganambarr-Stubbs**

Dhalulu is a highly accomplished and widely respected Yolngu educator and current principal of Yirrkala School. She is also connected to Bawaka Homeland.

- **Lulpangi (Kevin) Mununggurr**

Lulpangi is the brother of Barayuwa and is highly active in the Bukudal tourism business. Lulpangi has represented Bukudal and the Masterplan in a number of forums and is strongly engaged in Lirrwi activities.

### Masterplan advisor

- **John Morse AM**

A former managing director of Tourism Australia (1997-2001). He has had a long association with Arnhem Land and has worked with Aboriginal people for many years in the area of Indigenous tourism, including Kakadu National Park and Uluru Kata Tjuta National Park and his current role as chairman of the Mutitjulu Foundation at Uluru. Mr Morse advises Lirrwi on all aspects of the Masterplan and is deeply committed to the development of tourism in Arnhem Land.

### Advisory panel

The role of the Advisory Panel is to assist Lirrwi progress the Masterplan and also to support the board and management of Lirrwi. The panel comprises five eminent Australians from business, higher education, tourism, government and the Yolngu community. The Advisory panel meets quarterly with the chairman and manager of Lirrwi and the Masterplan advisor and has made a substantial contribution to Lirrwi and the development of the Masterplan. The panel comprises:

- **Geoff Dixon**

Geoff Dixon is chairman of Tourism Australia and chairman of the Garvan Medical Research Foundation. He sits on the boards of publicly listed Australian companies Crown Limited and Adslot Ltd. Mr Dixon is also on the boards of the Museum of Contemporary Art Australia, the Local Organising Committee of the AFC Asia Cup 2015, and is an Ambassador for the Australian Indigenous Education Foundation. Mr Dixon was managing director and chief executive officer of Qantas Airways Limited (2001-2008) and also worked in the media and mining sectors.

- **Professor Andrea Hull AO**

Professor Andrea Hull has had a distinguished career in the arts, education and cultural policy, having held chief executive and board advisory roles in Federal and State Governments and in education. She has been heavily involved in Indigenous cultural development projects and was awarded the Order of Australia for services to the arts, arts education and cultural policy in 2003. Professor Hull is deputy chair of the National Museum of Australia, and has a consultancy specialising in advisory work in cultural and educational settings.

- **Jane Madden**

Jane Madden is head of investment for the Australian Trade Commission, the Australian Government agency responsible for promoting and attracting foreign direct investment. Prior to assuming this role in early 2013, she headed the Tourism Division in the former Department of Resources, Energy and Tourism (RET) and was a member of its executive board from 2008-2012. She was responsible for coordinating the development and rollout of the National Long-Term Tourism Strategy/Tourism 2020 and other policy, research and program initiatives to advance tourism. From 2003-2007 Ms Madden served as Australia's Permanent Representative to the UN's Educational, Scientific and Cultural Organisation (UNESCO) in Paris, with responsibilities including the World Heritage Committee where she secured three new Australian World Heritage sites.

- **Djambawa Marawilli AM**

Djambawa is best known as one of the country's most celebrated Indigenous artists, whose works hang in all state galleries as well as the National Maritime Museum, Sydney Opera House and many other public and private collections in Australia and overseas. He is also a prominent figure in the land rights movement and was instrumental in the Yolngu's push for sea rights. Djambawa coordinated the Federal Court sea claim in 2004 which led to the High Court's 2008 Blue Mud Bay determination that Yolngu own the land between high and low water marks, and he has participated in other landmark initiatives including the production of the Barunga Statement, the Royal Commission into Black Deaths in Custody and the formation of ATSIC. He has recently been appointed to the Prime Minister's Indigenous Advisory Panel under the chairmanship of Warren Mundine.

- **Bill Wright**

Bill Wright is a respected tourism industry leader and chairman of ID Events Australia, a company he established over 40 years ago. Through ID, he became a pioneer in developing tourism from Japan and worked with industry across Australia to develop successful products for international tourism markets. He has served on industry boards including chair of the Inbound Tourism Industry Association (ITOA now Australian Tourism Export Council, ATEC) the Australian Tourist Industry Association (ATIA), Tourism Australia, Tourism NT, Tourism NSW and chair of Sydney Attractions Ltd (owner of Sydney Aquarium).

## **Staff and management**

At present Lirrwi has a small operational staff, including seasonal employees who work under the direction of a manager, who answers to the Lirrwi Board. As Lirrwi develops, the organisation will take on more full time employees to support destination development, touring, infrastructure and administration requirements.

- **Matt Grooby - Lirrwi Manager**

Matt has a strong background in Indigenous tourism development, public relations and marketing and worked for Tourism NT for ten years. Matt has broad range of skills and experience to bring to the role.

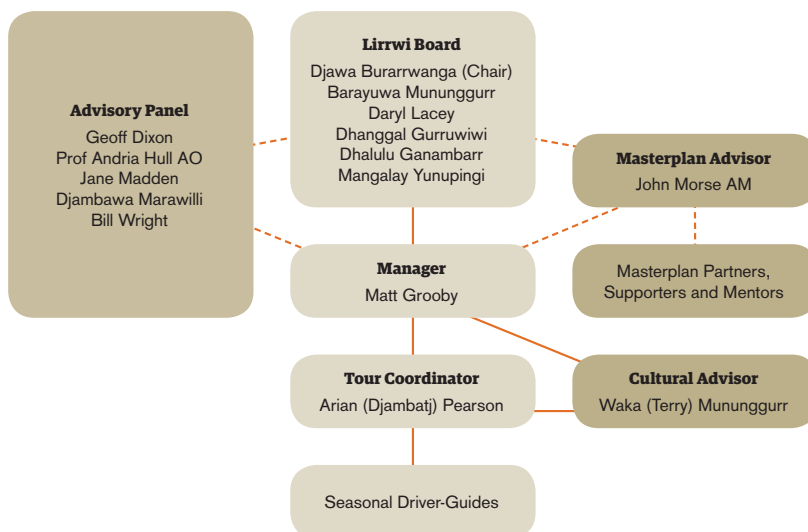
- **Arian (Djambatj) Pearson - Lirrwi Tour Coordinator**

Arian is a Yolngu man from Yirrkala and a former Dhimurru Ranger. Arian is also a talented musician and a member of leading Arnhem Land band, East Journey.

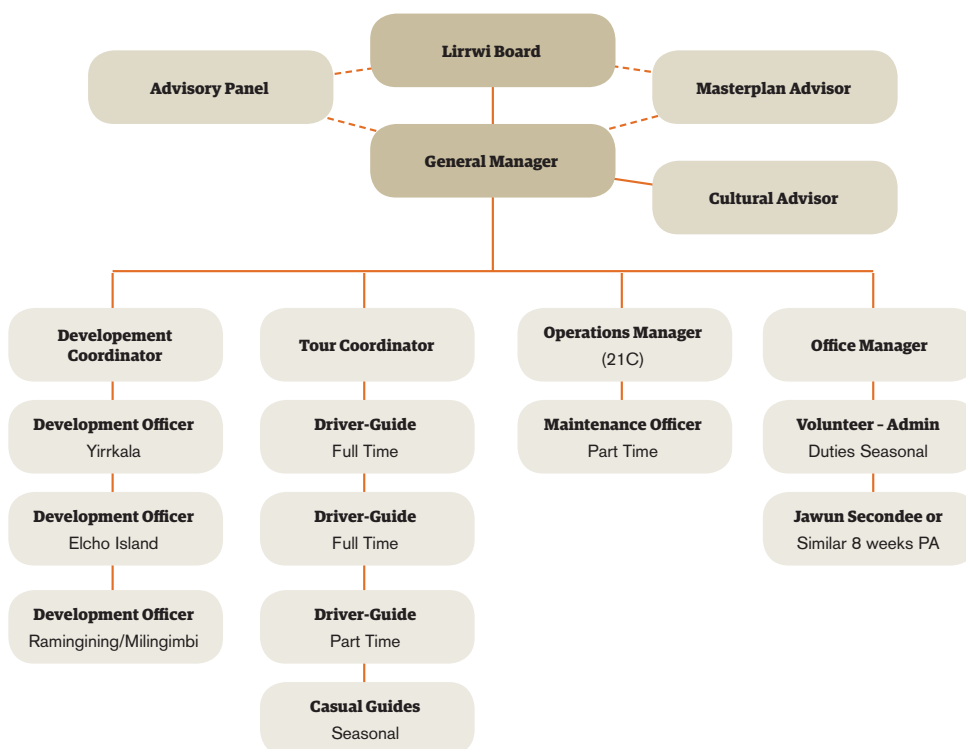
- **Waka (Terry) Mununggurr - Cultural Advisor & Guide.**

Waka is a highly respected senior Yolngu man from Banyala who is instrumental in working with homelands communities wishing to establish tourism businesses. Waka is also deputy chair of Laynhapuy Homelands Aboriginal Corporation.

### Lirrwi organisational structure 2014



### Lirrwi structure by 2018



**Notes:**

- The aim is for the development officer roles in Elcho Island and Ramingining to be a shared funding arrangement with a local organisation. Development officers in Elcho and Ramingining also cover a tour coordinator role.
- It is envisaged that Lirrwi will have developed other revenue streams such as non-tourism passenger transport and homeland freight services to counter the off season. It is expected that all driver-guide positions to the Yolngu.
- Each of the key areas of the business will have at least one Jawun Secondee, paid consultant, skilled volunteer and/or trainee assigned per year.

## Lirrwi business plan

Prior to commencing commercial operations in 2010 Lirrwi put in place a four-year business plan, which detailed its marketing, financial and operational goals for growing tourism operations to Arnhem Land.

Since its inception, Lirrwi has been able to demonstrate significant and consistent growth against its principal tourism objectives of increasing the number of visitor groups, growing tourism revenue, providing employment and dispersing visitors across homeland communities in Arnhem Land.

Starting from 2011 with limited products, little destination awareness among visitors and minimal operational capacity, Lirrwi was still able to achieve very good results with performance tracked against clear business metrics.

Each year as Lirrwi develops, expands its coverage and builds its capacity, performance continues to improve markedly. The following table relating to Lirrwi's short business history bears this out.

### Lirrwi's business performance 2010-2014

The following table captures key metrics associated with Lirrwi's tourism activities in the East Arnhem Region and demonstrates considerable progress and expansion over a relatively short period of time.

Financial Year	Number of Groups	Number of Visitors	Visitor nights	Gross Tourism Revenue	Communities Involved in tours	Yolngu paid participation
2010-2011	3	50	75	\$30,000	(4) Bawaka, Nyinyikay, Wallaby Beach, Yirrkala	30
2011-2012	19	245	735	\$191,000	(5) Bawaka, Nyinyikay, Bukudal, Wallaby Beach, Yirrkala	80
2012-2013	29	395* Includes cruise ship 140 pax	1,000	\$303,000	(8) Bawaka, Bagetti, Nyinyikay, Bukudal, Baniyala, Birany Birany, Wallaby Beach, Yirrkala	140
2013-2014*	32	250 est No cruise ship involved	750	\$500,000 projected	(8 expected) Bawaka, Bagetti, Nyinyikay, Bukudal, Baniyala, Birany Birany, Wallaby Beach, Yirrkala	*200

\*As at April 2014

A significant advantage of the Lirrwi business model – and one that was strongly voiced by Yolngu people in community consultations for the Masterplan – is that the money spent by visitors in Arnhem Land should stay in Arnhem Land to provide economic benefits directly to Yolngu people.

This has been a key factor in the strategic thinking associated with the Masterplan. To date, leakage of revenue to businesses and services in areas outside the region has been minimal. The great majority of tourism revenue is retained and spent within the region. As a priority Lirrwi Tourism spends a large portion of its operational budget with regional suppliers. Moreover, among Lirrwi’s client businesses, spending is even more locally focused. This is one of the most important economic indicators associated with the success of tourism in a given geographic location.

**Future visitor and revenue targets 2014-2018**

The table below is a result of an analysis of the region and operator’s carrying capacity and is based on the following assumptions:

- Continual economic growth in Australia and globally
- Brand development and growing destination awareness
- Sustainability of Lirrwi Tourism
- Current trend extrapolation
- Continuous product and homeland capacity development
- Continued air access

Financial Year	Number of Groups	Number of Visitors	Visitor nights	Gross Tourism Revenue	Communities Involved in tours	Yolngu paid participation
2014–2015*	38  15+ known visits for FY as at April 2014	400	1,500	\$680,000  Higher tempo and higher yielding tours	(15 expected) Bawaka, Bagetti, Nyinyikay, Bukudal, Baniyala, Birany Birany, Barrkira, Gapuwiyak, Galiwinku/ Dhambala, Garrthalala, Gan Gan, Gurumuru, Wallaby Beach, Wanduwuy, Yirrkala	200
2015–2016	50	500	1,750	\$800,000	18	250
2016–2017	60	600	2,000	\$900,000	20	300
2017–2018	70	800	3,200	\$1.2 million	22	350

**\*Notes**

Figures only relate to land and air based tours and do not include cruise ships. Cruise markets feature large numbers and no overnight stays which distorts the real picture. While cruising is a growing and important high yield market it does not create overnight accommodation and length of stay is short (usually one day only.)

The number of school groups for 2014–2015 has doubled from the previous year. In 2013–2014 Lirrwi hosted four private school groups averaging 15 pax over five days. In 2014–2015 Lirrwi has bookings for eight groups averaging 15 pax over five days.

Lirrwi expects private school groups to increase to around 12 in 2015–2016 and eventually reach a maximum sustainable number of 20 school groups per year.

Significant increase in Lirrwi’s operational capacity (passenger seats and guides) will allow Lirrwi to service more customers and generate more revenue.

Paid Yolngu participation refers to Yolngu people who have received some form of payment in relation to Lirrwi organised tourism activity.

Overwhelming majority of tour activity occurs between April and September.

Introduction of significant new product expected to increase activity and revenue considerably.

Destination awareness set to increase considerably through a range of marketing activities including branding, online and Tourism Australia/ Tourism NT activities.

Corporate visitation is expected to grow in line with improved product and increased exposure.

### Long term growth

The growth rate in visitation to Arnhem Land is expected to remain high for some time. Assuming an average annual growth rate of 10 per cent up until 2032, Arnhem Land could be receiving approximately 14,000 visitor nights annually with average spend per visit at around \$700. This translates to tourism revenue conservatively estimated at around \$10 million per annum.

Lirrawi is also working to grow the tourism season from the current 20 weeks to a 36 week season by 2032. The peak season will remain June to August with shoulder periods March through May and September through November.

The assumptions behind sustained visitor growth are as follows:

- Improved visitor infrastructure to deal with climate to help extend season
- Greater international market penetration - they travel more in shoulder seasons
- Stable or improved air access scenario
- Lirrawi satellite sites working in Elcho and Ramingining
- Several larger, autonomous businesses operating at high capacity and needing less assistance from Lirrawi.
- Increased cruise ship visitation (shoulder season) bringing significant high yield, short stay visitors.
- Increased self drive visitation due to improved access conditions - lower yield, longer stay
- Use of air charter instead of ground transport for many homeland experiences will avoid the need to continually increase operational capacity.

While this may seem ambitious, it nevertheless indicates the extraordinary potential to create a new economy in Arnhem Land based on tourism.

To put this into perspective, the neighbouring Katherine Region currently receives 200,000 visitors annually. Arnhem Land is looking to build, over 20 years, visitation levels that are less than one tenth of those that Katherine currently receives. These figures proposed for Arnhem Land are consistent with the Guiding Principles especially the need to avoid tourism dominating culture.

### Lirrawi sustainability

Lirrawi was established on the basis that it would, over time, become a self-sustaining organisation with revenue sourced from tour operations and other revenue streams. While it is feasible, and desirable for Lirrawi's tour operations to reach this goal by mid 2017 this may be subject to a number of considerations:

- Tour revenue continues to grow by 30 per cent per annum to 2017
- New non-tourism revenue streams using Lirrawi assets and people to be developed in quieter periods such as services for general passenger and freight transport within region and possible acquisition of commercial accommodation.
- Obtaining external funding to address the finance gap between operational costs and seasonal revenue. At present Lirrawi is affected by cash flow issues caused by lack of revenue in the off-season. The gap will diminish over time as revenue increases thus reducing the need for supplemental funding to even out cash flows.
- Product development activities are properly resourced on homelands
- Training and capacity building is undertaken intensively on a continuous basis.
- Improved infrastructure on key homelands allowing for greater visitor appeal and yield
- Effective marketing and promotions such as Tourism Australia or Tourism NT campaigns, sales trips, events, membership to supplier networks

While Lirrawi can become self-sustaining by 2017, this is purely on an operational basis. It does not take into account the broader role of destination development, market and product development, destination branding and promotion, training, land tenure negotiations and other factors, which fall under the market failure principle. These have to date been covered by support from the government, corporate partners and supporters under the Masterplan banner.

Individual operational plans for the key strategic areas of the Masterplan will be developed in 2014 and will drive actions and be overlaid with all the elements of traditional business plans including business metrics, KPI's, financial planning and forecasting, risk management, policy development, human resource development, and other governance areas. The plans will include:

- Partnerships
- Community Consultation
- Product Development
- Destination Development
- Training
- Promotion

Additionally each homeland will have its own business plan and to date five have been developed for individual homelands.

## Lirrwai governance and risk management

From its inception the development of a risk management strategy was high on the list of priorities for Lirrwai. Ethics Matters Pty Ltd (risk management consultants) has partnered with Lirrwai to provide pro-bono assistance for a period of three years to guide and support in all aspects of risk management. Gilbert + Tobin Lawyers, have partnered with Lirrwai to provide pro-bono advice on legal and contract matters.

The philosophy underpinning the strategy is that Lirrwai be lead by Yolngu people and that Yolngu law is embedded within the approach to corporate governance and risk management.

Lirrwai brings the two worlds of Yolngu and Balanda where Yolngu values and Rom (law) are the Guiding Principles through which Lirrwai is governed and conducts its business activities. Rules of the Office of the Registrar of Indigenous Corporations (ORIC) fit well within this unique Yolngu governance framework. This overturns past attempts to develop corporate governance capabilities and educate Yolngu in concepts that are foreign to them.

The values of the Lirrwai Yolngu governance framework are informed by Mulwat the Yolngu's traditional value system and other behavioural standards specifically associated with upholding Dharanan, or reputation.

### Mulwat - values

Mulwat is the value system that Yolngu live by. Mulwat values are integral to the Yolngu way of life and have been sustained over thousands of years. They are inherent to Lirrwai and all tourism businesses in Arnhem Land. Mulwat or values embrace:

Listening to each other

Trust	Integrity
Consultation	Honesty
Directness	Accountability
Knowledge	Wisdom
Patience	Inclusiveness
Reconciling	Law abiding
Empathy	

### Dharanan - reputation

Dharanan is the Yolngu term meaning 'people see us for who we really are.' Dharanan is the reputation that Lirrwai wishes to be known and its most valuable asset. Yolngu characteristics associated with Dharanan include:

Keeping culture strong  
Mutual respect for the beliefs customs and rights of others  
Caring for Country  
Generosity  
Pride - taking pride in the Yolngu worldview  
Ethical - prevention of harm to others, assisting other who may be harmed, doing the right thing, promoting good

By promoting and maintaining these values in the way that Lirrwai conducts its business activities, Lirrwai Yolngu tourism will grow and prosper, others will learn from the Yolngu value system, which in turn will lead to their wellbeing and prosperity.

## Risk management framework

### Philosophy

The Risk Management philosophy adopted by the Lirrwai board and management is articulated in the 'Djakamirri Rom'gu' or 'Guiding Principles for Risk Management' - which is caring for and custodianship of the well-being of Lirrwai Tourism, Yolngu and all other people that Lirrwai connects with by protecting and following the Rom (law).

The risk management philosophy represents the ethos of Lirrwai and is central to its ability to realise its vision. The ethos of the corporation is the spirit in which it conducts its business activities and is about the principles and values that Lirrwai aim to promote and uphold. In Lirrwai risk management is therefore much more than compliance with the laws and regulation.

For Lirrwai and the Yolngu risk management is about:

- Upholding and sustaining the ethical values represented in the Yolngu Rom (law) in the way that Lirrwai conducts its business. Lirrwai therefore requires all stakeholders including business partners, suppliers and individual tourism business to commit to upholding the 'Djakamirri Rom'gu.'
- Identifying potential external events or actions that could harm or impede Lirrwai from achieving its objectives which are then identified, managed and monitored
- Assisting in the identification of areas where opportunities exist to further expand business activities that can contribute to the well-being of Lirrwai and the Yolngu people.

### Methodology

Lirrwai is aligning its approach to risk governance, assessment and management

with the internationally recognised COSO ([www.coso.org](http://www.coso.org)). The approach is one that builds robustness and sustainability into risk management by being embraced throughout the organisation and can deal with the scope and complexity of the current and future business activities. This methodology covers all aspects of risk management including:

- Risk Governance
- Risk Assessment
- Risk Policies
- Internal Controls
- Risk Monitoring
- Risk Reporting

## Implementation

Lirrwai is adopting a phased approach to the development of the risk management framework that is consistent with the business model and strategy:

### Phase one: Foundations of risk management

- Consistent with the current business activities, this phase will establish the risk governance, identification and management processes and include
- Engagement of board and management in risk oversight objectives and responsibilities
- Education and training of board and management in foundations of risk management
- Identification of key risk categories and top risks
- Review and enhance existing controls
- Develop risk registers
- Document risk management policies
- Establish risk management review process
- Develop risk management reporting processes
- Developing risk management plans for homeland businesses

It is expected that Phase One will be completed by December 2014

### Phase two: Enhancing risk management

Building on the foundations that have been established in phase one, Lirrwai will move to phase two as required by the business growth and complexity. This will build greater sophistication into the risk management process by enhancing risk assessment methodologies including in relation to risk appetite, inherent and residual risks and

### Governance and risk management in Lirrwai

The governance framework for Lirrwai consists of the board of directors and senior management. Additional guidance and support in relation to risk management is provided by Lirrwai's business partners, Gilbert +Tobin Lawyers and Ethics Matters. As a member of an ORIC corporation, all Lirrwai directors and managers must ensure that they remain up to date with the corporate governance requirements. Lirrwai will keep a register of training and will facilitate further corporate governance training as required.

### Board of directors

The core responsibilities of the board of directors are set out in the ORIC guidelines for directors. As Lirrwai is classified as a medium sized business (revenue >\$100k) it is expected to have a formalised governance and risk management framework in place. Consistent with the business activities and strategies, Lirrwai aims to exceed the minimum standards of corporate governance as required.

The board therefore takes its responsibilities in relation to risk management seriously. The board has approved and adopted the Djakamirri Rom'gu - Guiding Principles for Risk Management. These principles underpin the approach to managing risks in all aspects of Lirrwai's business activities and all key business decisions; they form the ethos of the corporation. In future all board members will receive a 'welcome pack' that contains:

- Lirrwai rule Book
- Djakamirri Rom'gu - Guiding Principles
- Risk Management Policies
- Terms of Reference for the Advisory Panel

The 'welcome pack' will be updated to included changes and additions to the policies as required.

### Board meetings

The Lirrwai Board meets quarterly and meetings are managed as per ORIC best practice. Risk management will be a standing item on the agenda. It is a statutory requirement that an AGM be held by 31 November each year to present the June year-end accounts and to elect the new board.

### Senior management

The Lirrwai manager is responsible for the oversight of all aspects of risk management across the day-to-day business activities. The cultural advisor (CA) and tour coordinator (TC) are specifically responsible for implementing sound risk management practices in the tour businesses.

### Key risks in the Lirrwai tourism business

Key risks are those material actions and events that could significantly disrupt the day-to-day business activities, or the ability of Lirrwai to achieve its strategic objectives. In addition to the usual business risks that a tourism development organisation would face, Lirrwai faces several key risks that are unique to its business.

The two key processes for identifying risks in Lirrwai are the application process for the Australian Tourism Accreditation Program and internal consideration of risks by management and the board and development of appropriate treatment options. The core risk categories that Lirrwai faces and the key risk mitigants are set out on the following two pages.

## Key risks in the Lirrwi tourism business

Nature of Risk	Mitigants
<p><b>Strategic Risks</b></p> <p>The uncertainties that exist in the realisation of Lirrwi's strategic plan and in the execution of the strategy. These risks can arise from within the organisation or from external sources.</p>	<p>Lirrwi will be led and managed by Yolngu people in a manner and time that embraces the Guiding Principles for risk management or Djakamirri Rom'gu.</p> <ul style="list-style-type: none"> <li>• Adhering to the Tourism Masterplan which provides the framework to deliver a continuous, seamless holistic approach which maintains momentum over a sustained time frame.</li> <li>• Identification and management of risks inherent in the strategic plan by board and expert advisory panel.</li> <li>• Documentation of key risks and action plans for ongoing review at each meeting of the board and the expert panel.</li> <li>• Operating under the highest standards of corporate governance.</li> </ul>
<p><b>Political Risks</b></p> <p>The risks that the political environment will change and create greater uncertainty as to the ability of Lirrwi to achieve federal and state government support including general government assistance and funding support</p>	<ul style="list-style-type: none"> <li>• Building and maintaining strong relationships with key political leaders and relevant government agencies at both federal and state level.</li> </ul>
<p><b>Regulatory and compliance risks</b></p> <p>The risks that Lirrwi will fail to meet its regulatory and legal obligations. This includes ORIC and ATO obligations, human resource, OH&amp;S, privacy policies, tourism accreditation</p>	<ul style="list-style-type: none"> <li>• Develop compliance plans and policies in relation to regulatory and compliance obligations eg governance and privacy policies.</li> <li>• Review and update compliance on a regular basis, and at least annually</li> <li>• Annual reporting to the board on compliance matters.</li> </ul>
<p><b>Expertise, knowledge and key person risk</b></p> <p>Building the Lirrwi business to enable it to realise its strategic objective is highly dependent using the best skills from specifically selected and highly qualified people in relevant disciplines to advise the Lirrwi Board and management team and to foster and develop internal competencies over time. This expertise needs to be consistent over periods of time to avoid unnecessary disruption and to ensure consistency in advice over time. This expertise can be obtained through pro-bono business partnerships</p>	<ul style="list-style-type: none"> <li>• Utilising the best skills and methodology from the public and private sectors who understand and respect Yolngu culture by building partnerships between Lirrwi and the private and public sectors. This includes:</li> <li>• Establishment of an expert advisory panel of leading tourism and business leaders to challenge and inform the strategic and operational plans.</li> <li>• Business partners and supporters program to access leading edge expertise on a pro-bono basis that is committed to providing continuous support to the project over time.</li> <li>• Establishment of a continuous learning and development environment in all areas of business.</li> </ul>
<p><b>Cultural Risks</b></p> <p>The risks that the layers of the rich cultural history of the Yolngu which goes back over 40,000 years will be harmed by tourism operations or not promoted in such a way that enables the culture to thrive and prosper</p>	<ul style="list-style-type: none"> <li>• Lirrwi will be led and managed by Yolngu people in a manner and time that embraces the Guiding Principles for risk management or Djakamirri Rom'gu.</li> <li>• Cultural awareness briefings for all visitors, business partners, advisors and supplies as a pre-requisite to participating on tours or in doing business with Lirrwi.</li> <li>• Chairman of Lirrwi to meet with all potential business partners and supplies to obtain comfort that they are an appropriate cultural fit.</li> <li>• Guiding Principles for developing tourism in Arnhem Land to be incorporated into service level agreements with business partners and supporters, business advisors and key suppliers.</li> </ul>
<p><b>Tour Operations Risk</b></p> <p>Tour operations risk in remote areas of East Arnhem Land are the risks that arise within the tour operations that can impact on the tour itinerary or that can potentially cause harm to homelands, visitors, employees. Event risk in tour operations can significantly damage the reputation of Lirrwi and the ability to realise the strategic plan. Tour operations risk in this respect acknowledges that there are two potential types of events that give rise to these risks:</p> <ul style="list-style-type: none"> <li>› could or ought to have been foreseeable and appropriate controls implemented to mitigate against these risk.</li> <li>› events that are accidental in nature, that despite appropriate mitigants, may happen at some time.</li> </ul> <p>Tour operations also includes the risk that the tours will not meet the expectations of visitors.</p>	<ul style="list-style-type: none"> <li>• Lirrwi tour operations will, at all times, operate to the highest possible standards of safety using appropriate equipment, high standards of staff training and compliance with all policies and controls. Any departure from these standards requires approval of the manager and/or chairman and or board dependent upon the material nature of the event. This aims to ensure that any investigation into events that are 'accidental' in nature any investigation will find that Lirrwi was compliant with its policies and standards.</li> <li>• Tourism accreditation certification process that demonstrates that Lirrwi takes tourism seriously and is committed to continuous improvement in quality and innovation.</li> <li>• Development of safety requirements and guidelines for all tours.</li> <li>• Occupational health and safety plans.</li> <li>• Crisis management plans.</li> <li>• Use of appropriate technology for tour planning and tour tracking (such as satellite tracking systems) and capturing post tour events such as that used by Dhimurru.</li> <li>• Pre-tour safety check-lists and visitor safety briefings for all tours.</li> <li>• Post-tour debriefs for all tours to identify any new and unexpected risks that arose on the tour and follow up actions.</li> <li>• Development of environmental protection plans.</li> <li>• Insurances.</li> </ul>

Nature of Risk	Mitigants
<p><b>Marketing and Promotional Risks including Data and Privacy Policies</b></p> <p>Risks that the marketing and promotional strategy will not meet its objectives or that it will be inaccurate or incomplete. Also that the marketing and promotional material does not comply with relevant laws and regulations.</p>	<ul style="list-style-type: none"> <li>• Data Privacy and Security Policy for internal operations and for disclosure in marketing contracts and on the Lirwi website.</li> <li>• Language in all marketing material and contract conditions to be clear and simple.</li> <li>• Intellectual property and brand protection including Lirwi identity.</li> <li>• Social Media Policies eg Twitter, Facebook.</li> <li>• Website and communications strategy.</li> <li>• Form a working relationship with Mulka whereby they can be the cultural sign-off on any imagery/video (and cultural stories) utilised in marketing or facebook, etc and assist with terminology, naming, sensitivity, credits etc associated with imagery and video.</li> <li>• Review of all key marketing material and tour contracts for compliance with laws and regulations.</li> </ul>
<p><b>Relationship Risks between Lirwi and Individual Tourism Business</b></p> <p>This relates to the risks that the individual tourism businesses will not comply with required regulatory obligations, business and risk management practices or be unable to fulfill their tour obligations</p>	<ul style="list-style-type: none"> <li>• Lirwi will oversee the compliance obligations, finances and risk management practices and help develop the competencies within the individual businesses until such times as they are self sufficient.</li> <li>• Homeland businesses will be required to enter into Service Level Agreements or Memorandums of Understanding.</li> <li>• Board members and key personnel of Homeland Businesses are required to undertake relevant training in governance and risk management</li> <li>• Compliance check-lists for individual businesses</li> </ul>
<p><b>General Operational Risks</b></p> <p>These are the risks inherent in the general operations of Lirwi and include people, process and infrastructure risks that can impact on the efficiencies and effectiveness of the Lirwi business and impact on its reputation.</p> <ul style="list-style-type: none"> <li>› <i>People risks</i> takes account of the culture, skills, competencies and availability of key personnel.</li> <li>› <i>Processes risk</i> refers to the adequacy of the systems and procedures to cater for the size scope and complexity of the business processes</li> <li>› <i>Infrastructure risks</i> relates to having appropriate infrastructure such as electricity, roads, hotels and flights to support the business and tour operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Personnel policy to be established with regard to recruitment, performance reviews and departure.</li> <li>• Policy in relation to volunteers.</li> <li>• Ensure the systems and processes and systems are appropriate for the business activities.</li> <li>• Travel policies</li> <li>• Independent internal audit of systems and controls as required.</li> <li>• Assessment of key infrastructure needs to identify key risk and development of plans to address any deficiencies including building relationships with key infrastructure providers.</li> </ul>
<p><b>Legal and Contract Risks</b></p> <p>Legal risks are risks that arise when Lirwi or one of its business partners or suppliers does not comply with relevant laws or the terms of contracts that are in place. This can result in Lirwi having to take Legal action to enforce its legal or contractual rights. Alternatively it can result in others taking legal action against Lirwi to enforce their legal or contractual rights. Engaging in legal action is timely and expensive and can be a major drain on the human and financial resources of a company. Lirwi therefore conducts its business in a way that complies with all relevant laws and ensures that its two way relationship with business partners and suppliers complies with the Djakamirri Rom'gu – Guiding Principles for Risk Management.</p>	<ul style="list-style-type: none"> <li>• Board and management education and training in legal risks.</li> <li>• Engaging Gilbert + Tobin to advise and review all legal contracts on a regular basis to ensure ongoing compliance with the laws and legal best practice.</li> <li>• Developing policies and delegations of authority for entering into contracts.</li> <li>• Ensuring the Guiding Principles are incorporated into all relevant contracts.</li> </ul>

### Summary of risk management progress to date

- Development and adoption of the risk management strategy incorporating the COSO framework.
- Development of the Djakamirri Rom'gu - Guiding Principles for Risk Management at a board and management workshop held in January 2013.
- Documentation of the Risk Framework and Key Risk Policies.
- Review of accounting systems and controls and the subsequent engagement of Perks as Lirrwi's accountant in January 2014.
- Review of insurance and legal risks resulting in a scope of work for Gilbert + Tobin Lawyers in respect to tour contracts, SLAs employment contracts etc.
- Review of ORIC rules and AGM requirements, identification of areas for amendment in the ORIC rules and briefing to Gilbert + Tobin.
- Review of governance and risk management status, culture and practices.
- Review of tour risks and testing of first aid readiness and response in an 'on tour' situation

### Policy development

In keeping with Lirrwi's strong focus on good governance, a range of policies, procedures and plans are being developed; the Lirrwi Board, Ethics Matters, Gilbert + Tobin Lawyers, Perks Integrated Business Services and Commonwealth Bank Secondees are involved in policy development and implementation.

The following policies are under development and will be presented to the board progressively over 2014-2015:

- Financial Management Policy
- Governance policy relating to board meetings and director responsibility
- Intellectual property, brand management and Lirrwi identity protection
- Bookings and cancellations policy
- Privacy Policy
- General staff travel policy
- Vehicle use policy
- Crisis management plans
- Transport policy
- Tour operations policies
- Telecommunications and social media policy
- Volunteer policy

A compliance register is also being developed for Lirrwi to ensure that all policies, procedures and plans are reviewed and updated regularly and that key corporate dates are recorded with mechanisms in place to ensure any date specific tasks are actioned appropriately.

### Legal matters

Gilbert + Tobin Lawyers have been a partner in the Yolngu Tourism Masterplan since its commencement and provide a wide range of legal advice in many areas including name registrations, booking terms, indemnity forms, leases, s with homelands, employment contracts, and intellectual property etc.

### Asset register

Lirrwi manager has compiled a detailed asset register with assistance from Jawun secondees that identifies all Lirrwi assets. The asset register will be constantly updated and improved over time in line with Lirrwi's growth.

## Strategic Direction 2: Partnerships for Success

**Lirrwi Partnership Program**

**Partners in the Masterplan**

**National Supporters and Collaborators**

**Partnership Strategy 2014-2017**

## Lirrwi Partnership Program

**The development of partnerships with government, the private sector and many other organisations has been fundamentally important to the progress of the Masterplan.**

When the Masterplan was conceived, Lirrwi turned to corporate Australia to secure the specialist services, support and funding it needed. Its strategy was to develop a partnership framework and secure 15 key corporate supporters covering financial support across a wide range of business disciplines.

Under the Lirrwi Partnership Program a 'partner' is defined as an organisation that has committed to contributing a minimum of \$150,000 over a three-year period in funding, or the provision of services.

A key consideration in deploying this approach was to secure sufficient cash investment to meet a requirement to match government support provided to Lirrwi under the Commonwealth Government's Strategic Tourism Investment Grant (STIG) scheme. The STIG program offered up to \$1 million to eligible national significant and innovative tourism projects aimed at developing Indigenous tourism, economic development and/or tourism employment. Lirrwi was successful in achieving five corporate partners in a short space of time and the government awarded a grant of \$825,000.

Many presentations were made in Sydney, Melbourne and Darwin in the early stages of the plan, and the response was extremely positive with Lirrwi securing 13 corporate partners in disciplines ranging from marketing and the law to accommodation, banking and finance. In addition to the corporate partners, the Commonwealth Government has been an ongoing and pivotal supporter of the project through its Tourism Division (now part of the Department of Foreign Affairs and Trade).

Lirrwi places great value on the contribution of its partners and the personal commitment of many has seen them evolve into a team of dedicated, talented people who believe in the Yolngu people, Lirrwi and the Masterplan. Generally the time spent and the contribution made is far in excess of the minimum level to become a partner.

To date, Lirrwi's Partnership Program has contributed is in excess of \$2.45 million in financial services support. In addition Lirrwi has attracted a second tier of support from smaller organisations and individuals that don't necessarily have the resources of the bigger companies, but who also wish to make a contribution. They are defined under the Lirrwi partnership program as supporters and many are expected to convert to full partnership contributions in the future.

## Partners in the Masterplan

**Australian Government Department of Resources, Energy and Tourism (RET)** provided significant support through a Strategic Tourism Investment Grant (STIG) under TQual grants for Indigenous Tourism Development. This enabled Lirrwi to launch the Masterplan with confidence. This grant created the platform for many start-up and ongoing projects including the 2012 Mulwat Conference to launch the Masterplan in Arnhem Land, advisory fees, branding, employment of Yolngu staff, technology, as well as other core operational costs.

**Adventure Junky** is a Sydney based adventure marketing agency providing assistance to Lirrwi in the areas of branding, online development, social media and newsletters. The company has completed development of a new Lirrwi identity and brand for Arnhem Land, plus created a new tourism website for Lirrwi.

**Amalgamated Holdings Ltd (AHL)** is one of Australia's leading hospitality, entertainment and leisure companies. They own Rydges Hotels and Resorts and the newly developed QT Hotels. They also own cinema chains such as Greater Union, Birch Carroll & Coyle and Event Cinemas and Thredbo Resort. AHL are a Masterplan Partner through the provision of funding and room nights at Rydges and QT properties.

**Commonwealth Bank of Australia** has provided Lirrwi with three to four corporate group visits per year since 2011. Both the former and current CEO's have taken a personal interest in Lirrwi and lent their support to helping develop other corporate relationships. CBA will also provide extensive mentoring for Yolngu people for financial literacy.

**Ethics Matters** is a company run by Robyn Neasmith who is one of Australia's leading risk management specialists. Ethics Matters is providing Lirrwi with a broad ranging risk management strategy that addresses Lirrwi, the Tourism Masterplan, destination development and the Yolngu businesses Lirrwi works with.

**Gilbert + Tobin Lawyers** provide Lirrwi with an ongoing range of pro-bono legal advice in relation to Service Agreements, employment contracts, tour waivers, land tenure leases, intellectual property and other legal issues.

**Jawun Indigenous Corporate Partnerships** works with Lirrwi by seconding highly skilled business consultants and corporate executives to work through priority programs such as financial management, business plan development for homeland businesses, feasibility studies for tourism infrastructure developments and various mentoring activities with Lirrwi staff.

**MG Media** is a public relations company specialising in travel and tourism organisations. The company provides Lirrwi with a range of services including preparation of media releases, handling of media enquiries, advising on publicity related issues and writing copy for the newsletter.

**MH Carnegie & Co** is a major finance organisation that supports many social enterprises such as Lirrwi. They fund a number of schools and university visits each year to East Arnhem Land through Lirrwi and also offers low interest social loans.

**Northern Territory Government** through various departments and agencies has provided operational funding to Lirrwi for equipment, accreditation advisory services and assistance for website development.

**Qantas Airways** provides flights for Masterplan related travel. This has been critical to Lirrwi's ability to secure and work with partners and attend meetings and conferences across Australia. Qantas will also be assisting with promotion of Arnhem Land through their various communications channels such as inflight magazines and videos. Lirrwi will be working with Qantas to promote market ready tourism experiences in the second half of 2014.

**Rio Tinto** provides funding towards Yolngu staff costs and regional travel expenses to engage with communities and homelands.

**Rirratjingu Aboriginal Corporation** is part of the Bunuwal Group, which is based in Yirrkala. The Rirratjingu Clan are major beneficiaries of Gove Agreement Mining Royalties. RAC has always been highly supportive of Lirrwi, but have recently reinforced that relationship by becoming Masterplan Partners via funding contributions over three years. This is significant in that RAC is the first Arnhem Land Aboriginal Corporation to become a Masterplan Partner

**Tourism Australia** provides support to Lirrwi and the Masterplan through international marketing, specialised Indigenous tourism research, visiting journalists program, photography and social media marketing. TA has included Lirrwi in its Indigenous Tourism Champions Program following accreditation approval. Tourism Australia is highly engaged with the Tourism Masterplan as they see it as an exciting new destination for Australia with significant potential interest from international markets. The level of support from Tourism Australia will increase significantly once Lirrwi moves into consumer tours (2nd half of 2014).

## National supporters and collaborators

**Aboriginal Benefits Account (ABA)** has provided operational funding over three years to Lirrwi, which has been instrumental in assisting the establishment of the organisation.

**Avana Group** is a national tourism training organisation and is working with Lirrwi on an East Arnhem Land specific tourism training strategy and is also helping Lirrwi investigate the feasibility of establishing a tourism academy.

**Buku-Larrnggay Mulka Art Centre** is situated in Yirrkala and is one of the best Aboriginal art centres in Australia and is a pivotal component of most of Lirrwi's tours. Buku has an impressive historical collection, which gives visitors great understanding and insight to Yolngu history and culture. Lirrwi and Buku enjoy a cooperative and productive working relationship, which has included involvement in the graphic development of the Lirrwi identity and the aesthetics of the Homeland Infrastructure Plan. Tourism and art are inextricably linked as art has always been and will continue to be the visual depiction of the Yolngu culture.

**Department of Education, Employment and Workplace Relations (DEEWR)** DEEWR provided salary funding for two positions through the Indigenous Employment Program to assist with the establishment of Lirrwi. This funding finished June 30, 2013.

**Indigenous Business Australia (IBA)** provides Lirrwi with significant and varied support through the Indigenous Tourism Champion's Program as well as vehicle leasing. Other supportive roles will be investigated in the future including areas such as business plan development

**Indigenous Land Corporation (ILC)** and Lirrwi are currently engaged in building a corporate partnership; ILC has expressed interest in assisting the Masterplan in the future, possibly in the area of homeland infrastructure.

**Savannah Guides** is a specialised North Australian tour operator member organisation and is providing intensive tour operations mentoring to Lirrwi. Mick Jerram, owner-operator of NT Immersions is a member of Savannah Guides and is one of the most experienced operators in the Northern Territory. His key areas of expertise are remote risk management and tour logistics. These will be of great value to Lirrwi staff. This mentoring is being part funded through Indigenous Business Australia and STIG. In addition to the tour operations mentoring will be focused on remote catering mentoring provided by leading Sydney chef Sean Corkery from Fratelli Fresh who will be developing menus, cooking training and advising on procurement.

**Service Skills Australia** is working with Lirrwi on a workforce development plan that will identify staff recruitment and training needs.

**Tourism NT** has provided a range of assistance to Lirrwi Tourism and the Masterplan. The Territory tourism body has contributed to costs of the Mulwat Conference, advocated strongly in regards to land tenure issues, secured funding for some homeland infrastructure, undertaken a range of marketing initiatives including online campaigns, photo shoots and contributed towards online development costs. They are expected to become a full Lirrwi Partner as the company moves into consumer markets

**Wayne Quilliam** is a leading Australian Indigenous photographer, whose work is highly regarded and exhibited internationally as well as in Australia.

He provides photographic assistance to Lirrwi on homelands for promotion and publicity use.

## Partnership strategy 2014–2017

This importance of Lirrwi's Partnership Program will increase when the STIG grant finishes in 2015. Strategies to maintain partnership support in the future will include inviting all existing partners to commit to a further three years; securing at least two new partners; and undertaking approaches to companies in other business disciplines in order to meet changing circumstances affecting Lirrwi's operations.

### Partner Benefits Program

To date Lirrwi's approach to all partners and supporters has been based on a corporate social responsibility platform. The success of this program indicates strong corporate support for Indigenous programs which have a sound strategy and have been professionally developed.

However Lirrwi has also identified additional benefits for partners. Some are discussed and negotiated on an individual basis, according to the unique business needs of the partner, others are offered as part of a package of partnership benefits. These include: recognition and acknowledgement in all promotional material and on the Lirrwi website; preferential treatment in the scheduling and customised development of tours; endorsement and referral of tourism related products and services such as airlines and accommodation to clients; endorsement and referral of business and specialist services to corporate clients and other partners. In future there will also be some opportunities for joint ventures (albeit on a limited basis) with selected partners.

## Strategic Direction 3: Community Consultation

### **Community Consultation and the Masterplan Homelands Consultative Approach**

## Community Consultation and the Masterplan

**Community consultation is vital to the success of the Masterplan. It has implications for every strategic initiative ranging from early business development in homeland communities through to international marketing and promotion. It will progress the pace of tourism involvement by the Yolngu and will remain an essential component to ensuring that tourism remains a sustainable industry in Arnhem Land.**

### Objectives

Lirrawi's long-term consultation strategy is to engage communities in two-way dialogue and continuous feedback aimed at achieving three key objectives:

1. Creating long term commitment and involvement in tourism in homeland communities.
2. Ensuring that the pace and style of tourism business and infrastructure development is culturally appropriate and consistent with the wishes and needs of the Yolngu people.
3. Collectively addressing and resolving key learning, training, business and infrastructure issues, as and when they arise and ensuring that the tourism experience is of a consistently high standard.

### Considerations

There are a number of considerations, which influence Lirrawi's approach to community consultation:

#### Access

- The vast distances and often difficult road conditions impact on travel time and ability to reach homelands.
- Homelands have limited communications technology - apart from telephone landlines - Internet connection is very low.

#### Experience and expectations

- The lack of experience in tourism in homeland communities often requires a 'back to basics' type of approach starting with a beginner's introduction to tourism.
- There is a need to maintain a realistic view and manage expectations. Tourism will take time to develop and is not relevant for all homelands.

#### Ongoing engagement and follow up

- Personal visits to homelands and communities from Lirrawi staff are highly important from both a cultural and operational perspective.
- Follow up consultation on an ongoing basis is essential, as homelands move through all the stages of decision making to get a business up and running.

## Homelands consultative approach

In implementing the community consultation strategy Lirrawi will undertake a phased approach with each homeland community, aimed at first building engagement and support for tourism. As community engagement builds the next phase is expected to be more focused on issues associated with establishing businesses, infrastructure, training and employment; the third phase of community consultation will address factors associated with sustainability such as quality control, product development, expansion and market responsiveness.

### Phase 1 Consultation

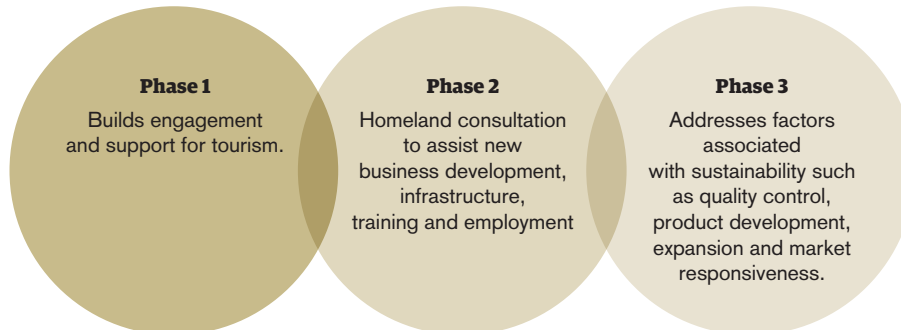
**Homeland road trip:** To launch the Masterplan, a group of Lirrawi staff and senior management led by the chairman, manager and Masterplan advisor and undertook a road trip over six days in September 2012. Their aim was to meet with Yolngu elders, government officials, art centres and Yolngu corporations in Yirrkala, Banyala and Dhuluwuy Bay, Galiwinku (Elcho Island) Gapuwiyak Milingimbi and Ramingining.

The purpose of the trip was to introduce the Masterplan, discuss tourism and its potential, assess community interest, and encourage community involvement in the forthcoming Mulwat Tourism Conference in Nhulunbuy which was scheduled to be held in November 2012.

Community response was varied in numbers, but consistent in enthusiasm for the concept of developing a new economy through tourism. The group met with more than 150 elders and community members during the trip.

**Mulwat Conference:** The first Mulwat tourism conference was held in Nhulunbuy in November 2012. Mulwat is the Yolngu word for values and the theme of the conference was focused around values associated with country, culture and tourism. It brought together more than 20 Yolngu communities as well as tourism businesses from Nhulunbuy to exchange and share knowledge with some of Australia's most respected tourism industry figures. Traditional owners and members of the tourism industry worked together in a cooperative way to share their insight and lay the foundations for progress. The two-way interaction was particularly powerful in establishing the Guiding Principles for Tourism, which will govern development of tourism in the region.

## Homelands consultative phases



### Key outcomes phase one consultation

The Masterplan Phase One consultation has created a great deal of interest across North East Arnhem Land. This will spread in time across the whole of Arnhem Land but expectations must be kept realistic.

- Nine homelands are now actively engaged in the process of setting up.
- businesses and receiving visitors from Lirrwi.
- Widespread support is being received from community organisations and local government - more than 100 Yolngu people attended the Mulwat Conference in November 2012 and the conference created significant awareness and support for Lirrwi, the Masterplan and the opportunity.
- Core foundations of the Masterplan such as the SWOT analysis, Guiding Principles for Tourism and a brand strategy for Arnhem Land were developed collectively by Yolngu and Balanda in workshops.
- Yolngu people from different homelands are working together and supporting each other in learning about tourism development.
- A cultural advisor has been appointed to the staff of Lirrwi to provide appropriate introductions and advise on cultural sensitivities.
- Kakadu National Park, and other communities across Australia have also expressed interest and Yolngu people are willing to share information and insight.

### Next phase consultations

The next phases of consultation will involve sharing the completed Masterplan with Yolngu communities for comment and input and if required, further iteration. This will be an important step in ensuring ongoing engagement, unified support and ownership of the Masterplan by Yolngu communities. Central to future community consultations will be reports and discussions on Masterplan progress.

The means by which community consultation is conducted will, in the foreseeable future, be largely based on personal interactions such as group consultation trips from Lirrwi staff and advisors to homelands; another Mulwat Conference; visits by individual Lirrwi staff and advisors to communities; consultative meetings with homelands Yolngu at the Lirrwi office in Yirrkala; and the quarterly distribution of the Masterplan newsletter. This type of approach is vitally important but will require significant resources to maintain. However as access to technology improves over time, the newsletter and social media will be used more extensively in consultation.

### Government and business consultations

Lirrwi's consultative strategies will also be deployed at a more macro level as it seeks to represent Yolngu tourism interests externally with government and business. A good example of this is the changed economic circumstances in North East Arnhem Land caused by the announcement from Rio Tinto in November 2013 that it was 'curtailing' its Gove Alumina Refinery with the loss of 1,000 jobs. This will translate to an overall population loss of around 2,500 people, including dependants. There are many businesses and services in Nhulunbuy that Lirrwi depends on, including accommodation, food retailers, fuel and vehicle servicing. A key concern is the stability of air services from Darwin and Cairns. The situation is under constant monitoring and Lirrwi is actively involved in discussions with the NT Government and local business organisations to seek assistance from Rio because of the economic downturn directly related to the suspension of refining. An impact scenario paper has been prepared to evaluate potential outcomes as the situation becomes clearer.

## Strategic Direction 4: Homelands Destination Development

### **The Homelands**

#### **Lirrwi's Homelands Development Approach**

#### **Homelands Business Plan Assessment and Business Plan Templates**

#### **Homelands Infrastructure Development Project**

#### **Draft Architectural Proposal - Bawaka and Bukudal**

#### **Homelands Case Studies**

## The Homelands

**This strategy provides detail on the homelands which have engaged with Lirrwi in developing tourism to their country; the steps taken in getting a homeland from showing interest to receiving visitors; sample homeland tourism assessment and business plan template; the work done to date on developing a Homeland Visitor Infrastructure Project and three case studies. The Yothu Yindi business model on page 20 has been a key factor in formulating this approach.**

Lirrwi is currently working with eight homelands in the North East Arnhem region and in time, this will be expanded to Central and Western Arnhem Land. The longer term objective (20 years) is to embrace all of Arnhem Land, and to extend even further by forging links with Kakadu and Nitmiluk National Parks to provide an extensive range of options for visitors. This has been achieved in many African countries such as Botswana, Namibia and Kenya and the Lirrwi model has many similarities.

The main focus of Lirrwi's destination development

activities are the homelands. These are traditional estates of family and clan groups, which are distinct from the larger Aboriginal communities that generally evolved out of former missions or old military installations. The larger communities are also an important factor in Lirrwi's activities because most have quality art centres supporting local Aboriginal artists and are of interest to Lirrwi's clientele; they also provide important service delivery and access points for surrounding homelands.

There are approximately 50 homelands in the East Arnhem Region and many more in the wider Arnhem Land Region. Lirrwi has been approached by 30 homelands in total and at least 8 homelands will be involved in tours this year. Six have been identified for priority infrastructure. It is anticipated that this number will double to 12 within the next five years however, the position can change very quickly and Lirrwi will be flexible in working with homelands.

### Arnhem Land communities and homeland tourism development sites



### East Arnhem Land homelands engaged with Lirrwi

This chart lists homelands that have expressed an interest in becoming involved in Tourism. The stage of development and progress varies significantly from homeland to homeland from expressions of interest to actual tourism operations.

Bagetti	Balma	Baniyala
Barrkira	Bawaka	Birany Birany
Bukudal	Buymarr	Dhalinbuy
Dhambala	Dhuruputjpi	Djarrakpi
Donydji	Galawarra	Galkila
Gan Gan	Garrthalala	Gatji
Gawa	Gikal	Gitan
Gurumurru	Langara	Mapuru
Mata Mata	Nyinyikay	Raymangirr
Rorruwuy	Rurrulanga	Wandawuy

### Lirrwi's homelands development approach

Lirrwi has a well established approach when it comes to working with homelands on tourism business. This approach recognises the key aspects involved in business development in this region. It is important to remember that Lirrwi must be invited to work with a homeland and that the right cultural protocols are established early. The Guiding Principles for Tourism are central to this approach. Capacity issues, the complex land tenure situation and access to capital are also critical factors, which are considered. The following steps form the general approach taken by Lirrwi in developing homelands tourism:

#### Preliminary phase

- Visit to homeland on invitation by cultural advisor and manager
- Preparation of a business assessment (see sample template opposite)

#### Business planning

- Create a draft business plan based on Business Assessment using NLC business plan format.
- Develop appropriate corporate structure for homeland such as ORIC corporation, Pty Ltd or partnership.
- Establish business bank account and signatories as well as rules around use of tourism income.

#### Product development

- Develop appropriate visitor experiences for specific markets incorporating stories, landscapes and specialities/focus of particular homeland.
- Develop Memorandum of Understanding (MOU). This is a non-binding document and clearly lays out the respective roles and responsibilities for both Lirrwi and the homelands in the initial stages of tourism development. As homelands become more experienced and successful

the MOU will be replaced by a Service Agreement which is a legally binding contract between Lirrwi and the homelands.

- Identification and coordination of training needs through the training strategy.
- Implement trial tours to homeland providing opportunities for Yolngu people to experience working in tourism.
- Encourage homelands in the early stages of tourism to participate in tours to more experienced homelands to gain experience.

#### Infrastructure planning

- Assist with obtaining appropriate land tenure from Land Council necessary for business development.
- Commence work on infrastructure development plan in close consultation with homeland group.
- More in depth business planning activities and training

Note: many of these steps can be undertaken simultaneously or the order can change slightly from site to site. Each homeland requires a considerable amount of contact with Lirrwi to progress the business.

### Homelands business plan assessment and business plan templates

For each homeland that Lirrwi visits, a detailed business assessment is written. This template was developed and expanded from one routinely used by Tourism NT to assess business potential for Indigenous start ups. The Lirrwi version includes a greater level of detail including a SWOT analysis. This template is the starting point for a business plan for each site. Lirrwi, with assistance from Jawun have produced business plans using the approved template for; Bawaka, Bukudal, Baniyala, Dhambala and Nyinyikay.

#### Homeland assessment

The following is an example of an assessment undertaken by Lirrwi Tourism for Bukudal Homeland

##### Homelands Business Planning Template

Lirrwi develops a business plan for each homeland as part of the development process. The business plan is essential for working out the best business solutions for each homeland as well as for use in obtaining grant funding and land tenure.



## Assessment of Tourism Potential - Bukudal

<b>Homeland Name</b>	Bukudal
<b>Homeland Association</b>	Laynhapuy Homelands Aboriginal Corporation
<b>Geographic Location</b>	Trial Bay
<b>Distance from Nhulunbuy</b>	167km from Yirrkala via Central Arnhem Road – Approximate drive time 2.5 hours.
<b>GPS Coordinates</b>	Latitude 12 degrees 57.99 min – Longitude 136 degrees
<b>Postal Address:</b>	Care of Lirrwai Yolngu Tourism Aboriginal Corporation PO Box 1695 Nhulunbuy NT 0881
<b>Permanent population</b>	10 people
<b>Clan Group:</b>	
<b>Yolngu Region (shire ward)</b>	Gumurr Miwatj Ward
<b>Key Contacts</b>	Barayuwa Mununggurr, Lulpangi Mununggurr, Bernadette Foster and Ruth Maymuru
<b>Website:</b>	
<b>ABN/ACN/ORIC#</b>	
<b>Registered for GST</b>	No
<b>Lirrwai Membership</b>	Yes – several family members
<b>Airstrip:</b>	500m dirt strip, not ideal
<b>Housing:</b>	5 Houses and some small sheds
<b>Other infrastructure</b>	<ul style="list-style-type: none"> <li>• Airstrip limited to very small planes – length issue</li> <li>• Pit toilets and new showers built by Lirrwai</li> <li>• No solar power infrastructure – small diesel generator</li> <li>• Landline in office</li> </ul>
<b>Bushtel Link</b>	<a href="http://www.bushtel.nt.gov.au/northern_territory/region1/shire_id3/community_display?comm_num=466">http://www.bushtel.nt.gov.au/northern_territory/region1/shire_id3/community_display?comm_num=466</a> <a href="http://www.bushtel.nt.gov.au/northern_territory/region1/shire_id3/community_display?comm_num=466">http://www.bushtel.nt.gov.au/northern_territory/region1/shire_id3/community_display?comm_num=466</a>
<b>Visit Date(s)</b>	Multiple and ongoing
<b>Visit Activities</b>	<ul style="list-style-type: none"> <li>• Tourism Masterplan information session</li> <li>• General infrastructure assessment</li> <li>• Assessment of tourism potential and preliminary SWOT analysis</li> <li>• Finalising ORIC corporation</li> <li>• Discussing further infrastructure needs</li> <li>• Product development discussions</li> </ul>
<b>Development Stage</b>	Establishing business structure and bank account. Conducted several school tours and hosted a media visit.
<b>Infrastructure</b>	Develop the homeland infrastructure to be able to support small tour groups coordinated by Lirrwai Yolngu Tourism mainly through the dry season. Eventually establish semi permanent safari camp accommodation.
<b>Land Tenure:</b>	Has S71, but working on S19 application with NLC.



## Lirrwi Tourism Business Plan Template

Business name: _____	Business address: _____
Date registered: _____	_____
Business structure: _____	Products and services offered: _____
_____	_____
ABN: _____	Target market: _____
Date established: _____	Financial plan: _____

### THE BUSINESS PLAN

#### Background

Why are you entering the business and what will drive your success in the business?

What will you bring to the business in order to ensure its success?

#### SWOT Analysis

Strengths

Weaknesses

Opportunities

Threats

### MARKET OVERVIEW

#### The opportunity

What is the nature of the opportunity you've identified?

What market are you planning to establish your business in? Eg. local, state or national?

How is the market structured and what is the nature of the industry?

What size is it (volume and value)?

Is it a growing market and what are its future prospects?

#### Customers

Who are the key customers in this market?

What are their needs and how will you satisfy them?

On what basis do they choose suppliers?

Competitors

Who are the key competitors in the market?

What are their strengths and weaknesses?

### FINANCIAL PLAN

#### Financial plan

Templates provided by Perks Financial Services

Start-up costs

Profit and loss forecasts

Cash flow forecast

Balance sheet forecasts

### BUSINESS STRUCTURE

#### Ownership

- Who will be the owner/s of your business and what organisational structure will you have?

#### Staff

- Will you be recruiting staff for your business?
- How will you recruit your staff?
- How will you pay for salaries?

### MARKETING

How will you promote your business? Refer to the marketing plan template on [nab.com.au/marketingplan](http://nab.com.au/marketingplan).

### LEGAL AND REGULATORY CONSIDERATIONS

Consider if any of the below will apply to your business:

Registration of your Business Name

Registration of your Trading Name (if applicable)

Establishment of your legal structure

Acquisition of your Australian Business Number (ABN)

Registration for Goods and Services Tax (GST)

Domain name registration

Applications for and registration of trademarks (if applicable)

Applications for licences and permits (where relevant)

Establishment of contracts (eg. supply contracts, leases, employment contracts, etc.)

Awareness of any specific laws relevant to your industry (eg. food manufacturing or handling).

### INSURANCE

What insurance will you need for your business?

Workers' Compensation (mandatory if you have employees)

Public Liability (coverage relating to the death or injury of any third party as a result of your business or its employees)

Product Liability (covers any legal action arising as a result of death, injury or damage caused by a product manufactured or marketed by your business) Professional Indemnity (if your business involves the provision of professional advice, this insurance will protect you (personally) against claims arising from that advice)

Revenue Protection (protects you against business interruption resulting in revenue loss as a result of some event)

Asset Protection (insurance for building, equipment, vehicles, contents in the event of theft, fire or other damage)

### OPERATIONAL FACTORS

Business location and premises

- Where will your business be located?
- Will you be buying or leasing?
- What equipment will you need for your business?
- How are you planning to use it?
- Will you purchase or lease it?
- What IT solutions will you need?
- What communication solutions will you need?
- How much will it cost you and how are you planning to purchase it?

### Equipment IT and Communications

- What IT solutions will you need?
- What communication solutions will you need?
- How much will it cost you and how are you planning to purchase it?

### Suppliers

List the names and details of your suppliers

Product name/s Product range Quality Service Price

The following is an example of the business plan template Lirrwi uses for each homeland. It follows the format used by the Northern Land Council for its Section 19 Land Use Agreement applications.

## Homelands Infrastructure Development Project

Lirrwi's Homelands Infrastructure Development Project is the largest, most complex aspect of the Yolngu Tourism Masterplan and is central to the overall success of tourism in Arnhem Land

Lirrwi has taken on the role of developing and managing the project, which aims to create low cost, low impact tourism infrastructure in participating homelands. Facilities will include accommodation, amenities blocks, cooking facilities, storytelling areas and fire pits.

The project will require significant resources, and is currently unfunded although a number of options are currently being explored.

### Implementation

A detailed implementation strategy will need to be developed for each homeland before any building takes place including:

- A comprehensive overall business plan for the homeland
- Design and costing stage including environmental impact studies.
- Service Agreements between Lirrwi and the homeland.
- Memoranda of Understanding (MOU) between Lirrwi and relevant Homelands Associations .
- Section 19 Land Use Agreements for each homeland from the Northern Land Council
- Capital/fund raising
- Project management - much of the key infrastructure is already in place on many of the participating homelands including roads, airstrips, water bores, telecommunications, and solar power.
- Environmental Impact Studies on each homeland

The approach will be to stage development according to the level of tourism development on each homeland, capacity, infrastructure requirements, market opportunities and available capital.

### Infrastructure requirement

The immediate requirement is for general shower and toilet blocks, kitchen facilities and basic but appealing 'bush' accommodation. The great benefit of this type of safari camp style infrastructure is that it is considerably cheaper, and more appealing to visitors than conventional 'bricks and mortar' style facilities.

Accommodation is currently provided by Lirrwi, with quality tents and sleeping equipment. Bawaka Homeland also has basic dormitory accommodation.

This is an appropriate accommodation solution until permanent accommodation is built.

Typically most homelands would be looking to host a camp that has the capacity to sleep between 12 and 24 guests for 2-3 nights per average stay. The idea is that it should be small scale, able to be managed by the family, and create a variety of employment avenues consistent with touring and hospitality.

### Architectural design

Lirrwi has engaged the services of an architect who is tasked with the development of an overall design plan for each homeland. Hannah Robertson, a Melbourne based architect, is passionate about socially driven architecture and has worked in communities in Mexico, Papua New Guinea and Cape York.

Ms Robertson has visited homelands in Arnhem Land to hold consultation meetings with traditional owners, assess current infrastructure and create an initial design plan for each homeland. Two examples of the work to date are provided at the end of this section.

The design plan focuses firstly on the tourism facilities, but also looks at what could arise from a stronger homeland that is more self sufficient with more family living there. Examples of non tourism infrastructure that these planning activities can provide for could be commercial fishing operator facilities; land or sea ranger station; small store; homeland school; additional housing for returning family members.

Lirrwi's approach to this project is strategic in that it is working on designs that are culturally and environmentally sensitive, complementary to and/or utilise existing infrastructure. Designs will incorporate stories and artistic traditions of each area, to create better understanding of the different aspects of Yolngu culture and provide experience diversity. There will also be a common design theme running through each site that fits into a broader Yolngu narrative. Designs will employ the best practice environmental standards and be able to cope with challenging climatic conditions. It is intended to undertake an environmental impact study in each homeland.

### Project stage one

Stage One of the project covers six homelands across the region. All of them will require updated business plans, land tenure applications, environmental impact studies and to secure funding from one or more sources. Each homeland is distinctly different in terms of location, size, access issues etc. All sites are coastal and they are all in cyclonic areas. That means that buildings will need to be very strong, comfortable and visually appealing .

## Homelands Design Approach - Project Stage 1

Homelands	Information
<b>Bawaka</b>	<p>Bawaka is one of the closest homelands to Nhulunbuy, but it is also one of the hardest to access. This will have an impact on construction activities and potentially cost. Bawaka's target markets are primarily corporate and special interest and it is hoped that with improved infrastructure that they will also appeal to the independent traveller market. Bawaka is small and can only support a permanent population of around four people. Bawaka is a Laynhapuy Homelands AC administered site. Proponents are the Burarrwanga family. Timmy Burarrwanga is chairman of Lirrwi Tourism.</p> <p><b>Approach:</b></p> <ul style="list-style-type: none"> <li>• Upgrade access track (project in itself)</li> <li>• Design and build amenities building that unifies accommodation building and teaching building (stage 1).</li> <li>• Upgrade existing accommodation building</li> <li>• Develop individual accommodation units along beach</li> </ul>
<b>Bukudal</b>	<p>Bukudal is around 2.5 hours drive from Nhulunbuy, but the road is accessible year round for four-wheel drive vehicles. Detailed consultation with the family has taken place as to the site and scale of the project and the architect now has a good feel for what is needed. Bukudal targets the educational market and will also be heavily involved in the Multi-Homelands Tours (Yolngu Dhukarr). This is a larger homeland with capacity to support up to 20 people. Bukudal has an airstrip, but it is of insufficient length for most light aircraft. Bukudal is a Laynhapuy Homelands AC administered site. The proponents are the Mununggurr family, headed up by Barayuwa Mununggurr, Lirrwi director and chairman of Laynhapuy Homelands AC</p> <p><b>Approach:</b></p> <ul style="list-style-type: none"> <li>• Bukudal design seeks to incorporate amenities and accommodation all in the one structure. This means greater up front costs.</li> <li>• The building will need to include solar and separate diesel generator as power infrastructure on site is limited.</li> <li>• Some landscaping is included in the design process to incorporate key features of the site including 'The Knowledge Tree' and making use of existing dunes for shelter.</li> </ul>
<b>Nyinyikay</b>	<p>Nyinyikay is approximately 3.5 hours drive from Nhulunbuy. The road is sometimes closed during the wet season although steady improvements are being made. Nyinyikay is one of a cluster of homelands around the Arnhem Bay area. There is the potential eventually for Nyinyikay to develop as something of a commercial hub for this area. This is something that has been taken into account in the planning. Nyinyikay works mostly with educational groups, but has great potential for the Multi-Homeland Tours as well as developing fishing tours and art based tours. Nyinyikay is a Marthakal Homelands administered site. Key proponent is Marcus Lacey and family. Marcus is a well-respected Yolngu man and Homelands teacher at nearby Rorruwuy Homeland.</p> <p><b>Approach:</b></p> <ul style="list-style-type: none"> <li>• The design, much like Bukudal will be geared towards educational group use. This means one large structure incorporating amenities and accommodation.</li> <li>• There is potential for Marthakal Homelands Assn to be involved and contribute towards costs for this project.</li> </ul>
<b>Baniyala/Dhuluwuy</b>	<p>Baniyala is 205km from Nhulunbuy and is the largest homeland in the region with a permanent population of around 80. It has a proper school as well as a community store. The established campground of Dhuluwuy Bay, 15km from the homeland has been the site chosen for tourism. Baniyala/Dhuluwuy has significant potential for fishing, both recreational and commercial. The design plan seeks to enhance and retain the existing campground, develop a separate safari camp further up the beach and provide a secured compound back from the water that can be rented out to a commercial crab fisher. Baniyala/Dhuluwuy Bay are Laynhapuy Homelands AC administered sites. Key proponent is Djambawa Marawili. Djambawa a leading artist and is a member of Lirrwi Tourism's Advisory Panel as well as being a member of the Prime Minister's Indigenous Advisory Council.</p> <p><b>Approach</b></p> <ul style="list-style-type: none"> <li>• Upgrade water infrastructure to campground site via NT Government funding</li> <li>• Establish shower block and food prep area at campground</li> <li>• Develop full safari camp for up to 24 guests including individual eco accommodation units along cliff edge</li> <li>• Build a shared use boat ramp</li> <li>• Commercial fishing camp development</li> </ul>

Homelands	Information
<b>Dhambala</b>	<p>Dhambala is a homeland approximately 5km from Galiwinku, the main town on Elcho Island. The community has a cleared coastal site that they wish to use for tourism. The site has water and could be connected to town power eventually. Dhambala is interested in hosting educational groups as well as Yolngu Dhukarr tours. Lirwi is able to, with the support of Marthakal's vehicle barge, deliver ground-based tours to the island. Lirwi expects to be taking overland tours to Elcho Island in 2014 and Dhambala will be the base camp. As a Marthakal Homeland located close to Galiwinku, Dhambala is well placed for additional Marthakal support for this development. A high degree of flexibility is needed for this accommodation to cover a range of markets.</p> <p><b>Approach:</b></p> <ul style="list-style-type: none"> <li>• Upgrade water and power infrastructure to the site with the help of Marthakal and possibly NT Govt – stage 1</li> <li>• Design and construct common amenities building – stage 2</li> <li>• Design and construct accommodation units – stage 3</li> </ul>
<b>Birany Birany</b>	<p>Birany Birany is a approximately 150km from Nhulunbuy and is a Gumatj Clan homeland. It is coastal, but set back from the beach in a large stand of mature trees. This homeland is specialising in school groups and Yolngu Dhukarr tours. The site identified for the camp lends itself best to a central amenities building with a cluster of individual accommodation units that could be configured differently according to various markets. Birany Birany is notable because it is the site where Dr Yunupingu and Paul Kelly wrote 'Treaty'. This fact is to be recognised somehow in the design plan for this homeland. Birany Birany is administered by Marrngarr Resources which is a Gumatj organisation. The homeland has a good airstrip, school, water and power infrastructure.</p> <p><b>Approach:</b></p> <ul style="list-style-type: none"> <li>• General landscaping treatment and recognition of Treaty – stage 1</li> <li>• Design and build central amenities building – stage 2</li> <li>• Design and build cluster of individual accommodation units – stage 3</li> </ul>

## Draft architectural proposal – Bawaka and Bukudal

The objective of the Yolngu Tourism Masterplan is to create up to 50 sustainable new enterprises. This excerpt of the Yolngu Homeland Visitor Infrastructure Plan accompanies the Masterplan to provide guidance on an appropriate and consistent architectural language to convey the message of high quality, low impact tourism to a global audience.

The infrastructure plan seeks to outline a plan to create a unifying design approach for infrastructure development that supports the Yolngu vision to create a new tourism economy in East Arnhem Land, keep culture strong, create employment and provide economic and social benefit.

The plan provides the platform for individual site-based and staged design proposals to be developed to ensure that any future infrastructure is consistent with the overarching Masterplan.

In December 2013, the first site visit was undertaken with visits to Bawaka, Bukudal and Baniyala (including Dhuluwuy Bay). A further three sites; Nyinyikay, Birany Birany and Dhambala (Elcho Island) were visited in March 2014. The six homelands have been identified as priority sites for development due to existing tourism activity and established relationships with Traditional Owners. This plan also conveys staging and proposal concepts for the overall Yolngu cultural tourism brand, which may eventually extend to as many as 20 sites.

The plan is still evolving through an extensive consultative process with Traditional Owners of each site, the Lirrawi Tourism Board and tourism experts.

The development of the infrastructure plan adopts a design approach that utilises both observation and collaboration methods.

Observation based design involves the documentation of what there is. Noting living patterns of how a building or area is used to inform ways in which a design could enhance and facilitate this mode of living. Observations indicate materiality, spatial considerations and furniture layouts, and offer much information to inform a design response. Yolngu art and handicrafts also provide a rich source of potential design inspiration. Particular attention will be paid to the use of patterns and symbols, as these are very powerful in Yolngu culture and may only be used in particular circumstances with prior permission from Traditional Owners.

Collaborative based design involves extensive conversation and interviews with a range of stakeholders to provide insights into hopes and aspirations and to learn the stories behind the sites and weave these into the designs.

A tour of the six priority homelands provided the opportunity to use observation and collaboration methods to document existing conditions, establish living patterns, learn the stories of the sites and incorporate these considerations into the plan.

While this plan is the primary resource for future development of cultural tourism infrastructure on Yolngu lands, it is also regarded as a developing document, subject to periodic review and revision with traditional owners and the Lirrawi Board.



Source: Buku-Larrnggay Mulka Art Centre works, Yirrkala, 2013.

## Environmental Impact Studies

High level Environmental Impact Studies (EIS ) are required for Yolngu homelands in relation to tourism infrastructure development and ongoing operations.

Yolngu people have always respected and cared for their country. All development however brings change. The establishment of new Yolngu tourism enterprises on homelands will lead to more people entering Arnhem Land. This in turn will impact on road traffic, infrastructure, resource consumption and waste production. The existing ecology will therefore be subject to additional pressures from visitors as well as the services provided to these visitors.

This impact will require careful planning and management to ensure that they leave a positive impact on Yolngu country and do not cause damage. Yolngu working with Balanda will combine traditional knowledge, wisdom, experience with accepted modern practice and planning with to ensure that all elements of caring for country are considered and integrated into a benchmark environmental management model. A thorough 'mulwat' grounded study of potential environmental impacts will focus on the ecological flows and implication of changes to:

- Freshwater (quality and sufficient supply based on increased usage) and wastewater flows ('greywater')
- Pressure on traditional food sources due to increased visitation/activity example yams, mudcrabs
- Managing general imported food waste (avoid attracting dingoes and crows)
- General imported resources and associated waste (packaging, fats and oils, construction materials, fuels, appliances)
- Human waste production and treatment ('blackwater')
- Roads and tracks (pollution, erosion, compaction)
- Landscaping
- Energy consumption and production (electricity, fuels, gas, wood)
- Natural resource harvesting (fisheries, farming, timber, mineral)
- Human interaction, ideas, values and ethics
- Biological disturbance (direct and indirect - weeds, pest animals, disease)

It is intended to undertake E.I.S studies for each homeland prior to infrastructure development, working with homelands, ranger groups who run Caring for Country programs, and other organisations. This is obviously dependent on securing adequate funding , however an indicative cost of \$5,000 per E.I.S has been allowed for.



Source: Donald Thompson Collection, Buku-Larrnggay Mulka Art Centre archives, Yirrkala.



## Bawaka

Bawaka is a small homeland on Port Bradshaw approximately 60km south of Nhulunbuy. It is the traditional estate of the Burarrwanga family of the Gumatj clan.

Existing facilities at Bawaka comprise of several stand alone buildings ranging from excellent to poor condition. While the existing services can accommodate groups of visitors, the level of comfort is limited due to a shortage of facilities (such as showers and lounging space) and limitations of the existing structures.

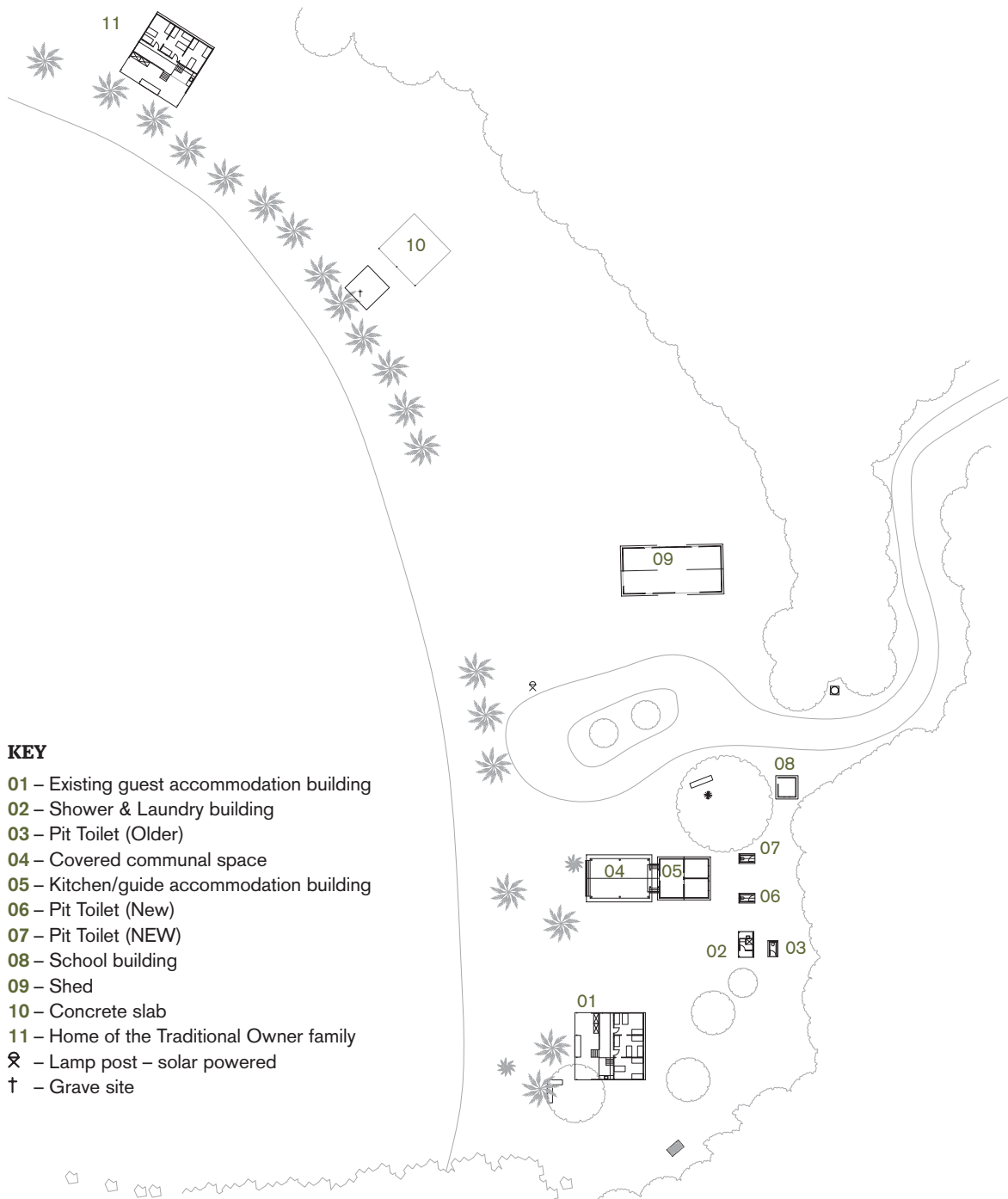
Bawaka consists of three houses positioned on a white sandy beach fringed with palm trees. One house is used as a permanent residence and the other two are used in a business capacity for tourism purposes.

The main guest accommodation is in the form of a two room semi-elevated house. The building is very basic but functional, however there are a number of associated issues, including:

- the ceiling is too low for a ceiling fan to safely be installed
- the window frames are rusting
- the number of windows does not provide sufficient ventilation

Other existing infrastructure at Bawaka includes a large bushlight solar system, a landline telephone connection, a water tank and bore.

**BAWAKA - Existing Site Plan**



**KEY**

- 01 – Existing guest accommodation building
- 02 – Shower & Laundry building
- 03 – Pit Toilet (Older)
- 04 – Covered communal space
- 05 – Kitchen/guide accommodation building
- 06 – Pit Toilet (New)
- 07 – Pit Toilet (NEW)
- 08 – School building
- 09 – Shed
- 10 – Concrete slab
- 11 – Home of the Traditional Owner family
- ⊗ – Lamp post – solar powered
- † – Grave site

**BAWAKA - Proposed Site Plan**

**Stage 1**

**1.01 - Fire Pit Area**

A fire pit area will provide a much needed ceremonial space for dances and music to be performed at Bawaka. It will also provide overflow seating during meal times.

The seating area is to be constructed surrounding the existing tree. The seating area faces a central fire pit under the trunk of the tree with ceremonial Larrakitj pole completing the circle.

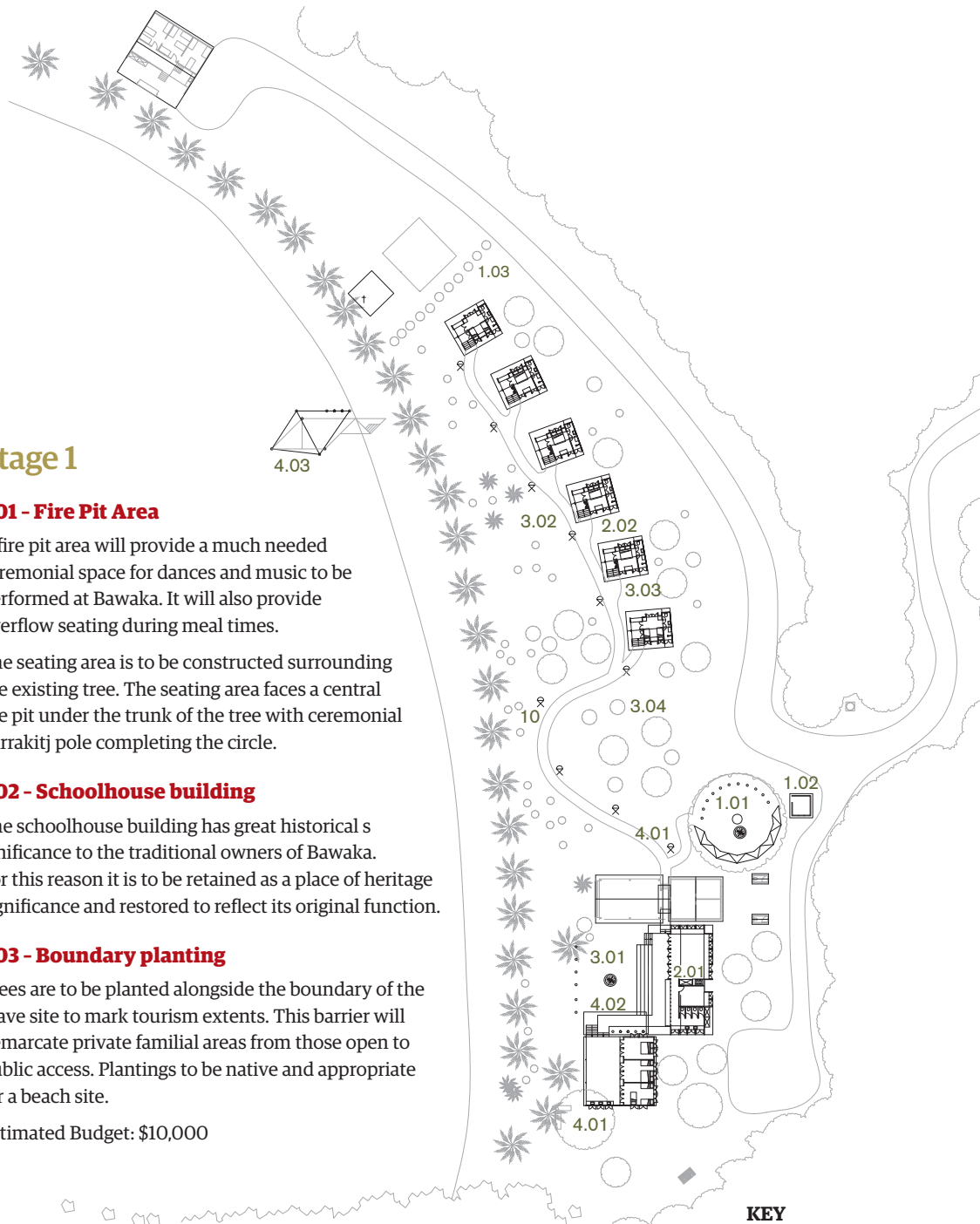
**1.02 - Schoolhouse building**

The schoolhouse building has great historical significance to the traditional owners of Bawaka. For this reason it is to be retained as a place of heritage significance and restored to reflect its original function.

**1.03 - Boundary planting**

Trees are to be planted alongside the boundary of the grave site to mark tourism extents. This barrier will demarcate private familial areas from those open to public access. Plantings to be native and appropriate for a beach site.

Estimated Budget: \$10,000



**KEY**

- ☉ - Lamp post - solar powered
- † - Grave site

## Stage 2

### 2.01 - Communal facilities building

A communal facilities building is needed to provide kitchen, dining, living, toilet and shower amenity to the site.

The requirements for these communal facilities are common across a number of homeland sites, therefore it is envisaged that the design of this building will largely be common across sites. A common design will provide economies of scale and ease of construction benefits. The internal fit outs could vary somewhat between each site and each place could have their own particular feature that relates to a story connected with that place.

**Estimated Budget: \$500,000**

### 2.02 - Accommodation platforms

Accommodation at Bawaka is currently limited to the existing guesthouse building and swags on the raised platform of the existing communal space. To expand Bawaka's accommodation capacity an option for twin single or double arrangements is needed to appeal to a larger visitor market. thus, it is proposed to initially construct six raised and covered platforms to allow for private twin or double accommodation in an existing Lirrwi safari tent on the platform.

It is envisaged that these platforms could later be developed into individual units to provide flexible twin or double accommodation with power, a balcony and ensuite amenity.

**Estimated Budget: \$40,000**

## Stage 3

### 3.01- Formal ceremonies area

An extension of wide stairs, or seating, to the deck of the communal facilities building creates an amphitheatre where particular ceremonies can take place. It is envisaged that this space would have its own fire pit and be bounded by a line of Larrakitj poles to provide a boundary to the performance area.

The advantage of having two ceremonial spaces is that men and women can separate to undertake their respective activities. Further to this, the proximity of this ceremonial place to the communal facilities building provides opportunity to conduct ceremonies at night with lighting.

**Estimated Budget: \$15,000**

### 3.02 - Lit pathway

Solar powered lighting poles between individual accommodation units and the communal facilities provide comfort and safety at nighttime.

**Estimated Budget: \$30,000**

### 3.03 - Individual accommodation units

Individual accommodation platforms described in the previous stage are enclosed with ensuite facilities and power and water installed.

The units provide flexible accommodation arrangements for both twin single and king size bed arrangements. The units also feature a balcony, some storage, ensuite toilet and open air shower.

**Estimated Budget: \$250,000**

### 3.04 - Landscaping

Landscaping along the extent of the tourism site is needed to create an erosion buffer and enhance the appearance of Bawaka.

### 3.05 - Vehicular access

Given the sandy terrain of Bawaka, this path could be laid with gravel or planted out with grasses to create a more consistent surface on which to drive.

**Estimated Budget: \$20,000**

## Stage 4

### 4.01 - Existing guesthouse

The following alterations are proposed:

- a raised verandah under the entire covered area of the building.
- casement shutters with screens to provide greater ventilation
- enlarging the current openings with french doors onto the verandah to maximise ventilation and the beach view.
- installing bi-fold internal partitions so that the internal area can be divided into three private rooms or opened up to form one dormitory to maximise accommodation capacity.

**Estimated Budget: \$15,000**

### 4.02 - Walkway link

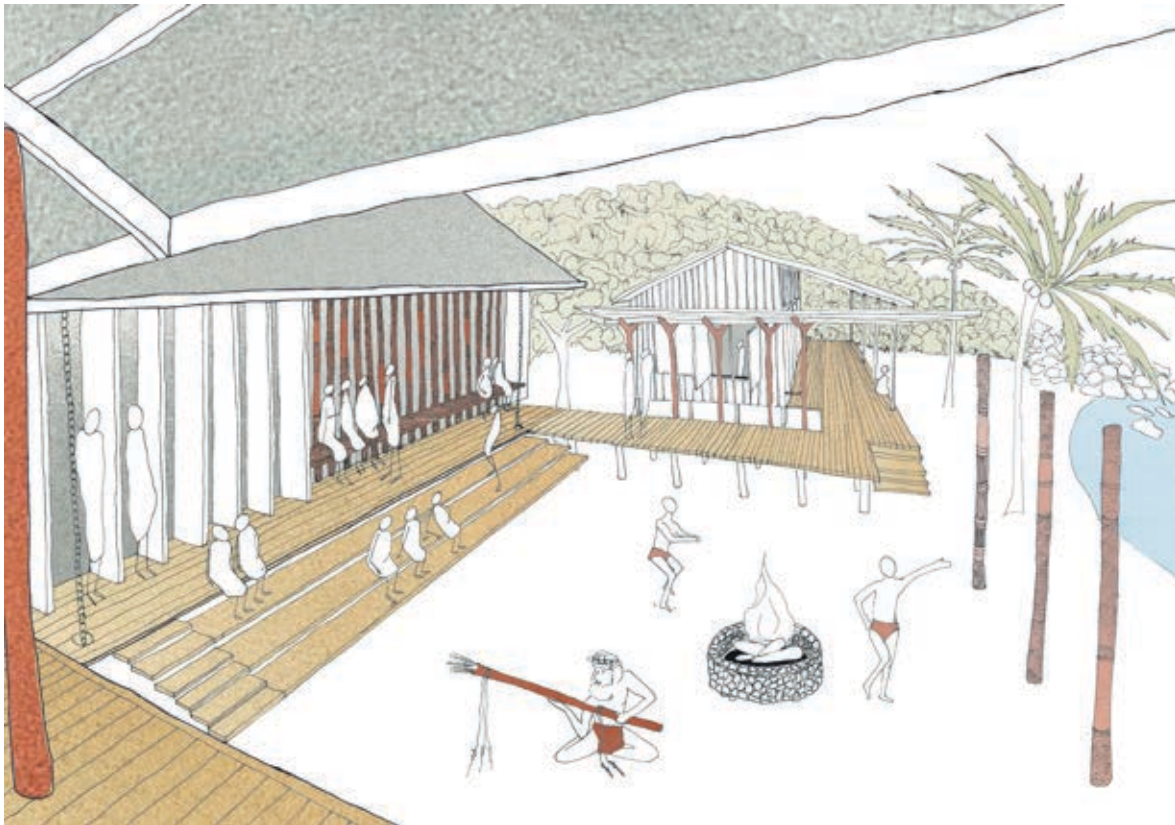
Construction of a raised link between the communal facilities building and the existing guesthouse to allow guests to access toilet facilities at night undercover and in safety from crocodiles and snakes.

**Estimated Budget: \$30,000**

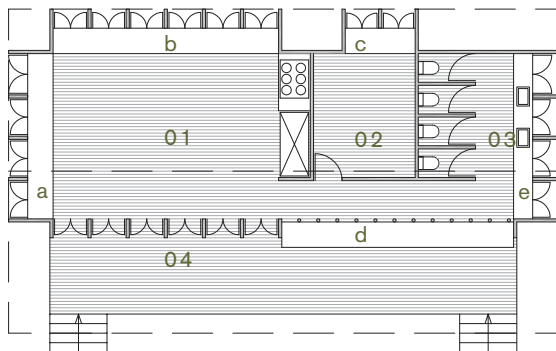
### 4.03 - Jetty

To witness the Banumbirr (morning star sunrise), a jetty provides a vantage point to reflect back to the east and over the beach at Bawaka. The jetty could also be used to conduct activities, including fishing and spear making. the shape of the jetty platform is inspired by Yolngu string figures, while the shade structure above is influenced by Macassan sail boats, which are historically associated with the site.

**Estimated Budget: \$70,000**



View of fire pit area looking to proposed communal amenities building and existing guesthouse with alterations.

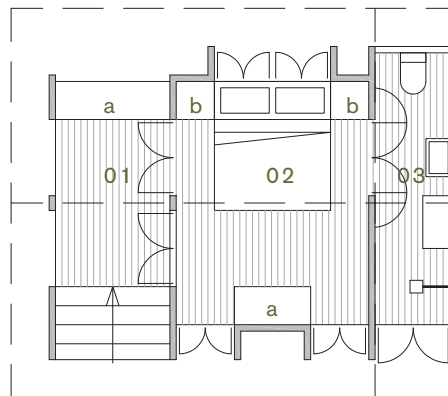


**Communal amenity building**

Scale 1:200 at A4

**KEY**

- 01 – Kitchen/Dining/Living
- 02 – Store/Guide bedroom
- 03 – Bathroom
- 04 – Covered verandah
- a – Seat
- b – Kitchen Bench
- c – Bed
- d – Seat
- e – Bathroom Bench



**Accommodation unit**

Scale 1:100 at A4

**KEY**

- 01 – Covered verandah
- 02 – Bedroom
- 03 – Bathroom
- a – Seat
- b – Table



## Bukudal

Bukudal is a small homeland located at Trial Bay around 160km (or approximately a 2.5hr drive) from Nhulunbuy via the Central Arnhem Road. It is the traditional estate of the Djapu clan and hosts a permanent population of about 10 people.

Bukudal consists of five houses, a clinic and a number of supporting amenity blocks and pit toilets. Lirrwi have also constructed a shower block and two rough shade structures that are used for activities and cooking and dining. The buildings at Bukudal are all set back from a beach which opens onto a large cove.

Other existing infrastructure at Bukudal include an 500m long airstrip (limited to small planes), pit toilets and showers, diesel generator power (no solar power infrastructure), landline, telephone connection.

Bukudal holds great significance as the origin of the morning star's journey, which travelled across East Arnhem Land naming places before setting west of Elcho Island.

The Knowledge Tree (pictured above) at Bukudal is hugely symbolic as the focus of the Bunggul (ceremonial) ground and the source of vines which are used in combination with feathers to make symbolic representations of the morning star.

The cycle of life can be observed at Bukudal where the current of the Balmumu tribal water in the ocean splashes against the Yimitjarrngu (rocks associated with Dhuwa people) and rises to form a Bulngu (cloud) which in turn causes rain and returns to the Balmumu water again.

**BUKUDAL - Existing siteplan**



- KEY**
- 01 – House (family occupied)
  - 02 – House (dwelling with three separate entries)
  - 03 – House
  - 04 – Clinic
  - 05 – House
  - 06 – Shade structure
  - 07 – Shade structure
  - 08 – House (family occupied)
  - 09 – Cemetery
  - 10 – Shed
  - 11 – Knowledge Tree
  - 12 – Bunggal (Ceremonial) Ground
  - 13 – Shower block
  - T – Pit Toilet
  - A – Ablutions (shower/laundry)
  - P – Power

**BUKUDAL - Proposed site plan**



**KEY**

- Stage 01** – Fire pit area and seating
- Stage 02** – Combined guesthouse and amenity building (to sleep 20)
- Stage 03** – Plantings

## Stage 1

### 1.01 - Fire pit area

A fire pit area will provide a much needed ceremonial place for dances and music to be performed at Bawaka, it will also provide overflow seating during meal times.

Seating area to be constructed in clearing under shady trees. The form of the seating area is inspired by Yolngu string objects that depict different animals (as shown in the top left image). The seating area faces a central fire pit and looks to the east where the Morning Star originated from.

**Estimated Budget: \$10,000**



Yolngu string objects, depict animals and locations.  
Source: Buku-Larrnggay Mulka Art Centre archives, Yirrkala.

## Stage 2

### 2.01 - Combined guesthouse and communal facilities building

School groups have been identified as the greatest potential market for tourism at Bukudal and Traditional Owners are happy to continue to support visitation from such groups. As such, school groups can be accommodated in rooms immediately adjacent to one another for ease of supervision. It is envisaged that each room could accommodate four people in double bunk arrangements and in the event of group tours, couples could also be accommodated in double configurations.

The proposed site for development has been identified by the Traditional Owners so as to respect the adjacent Bunggal ground and minimise impact of interrupting views to and breezes from the sea. This means that the communal facilities functions of bathroom, kitchen, living and dining are proposed to be built as part of the one building.

Given the scale of this proposal it is possible to stage construction of the overall building, with the construction of the amenity facilities of highest priority as the first stage (stage 2.01) and the guest rooms to follow (stage 2.02).

Stage 2.01: \$500,000

Stage 2.02: \$300,000

**Total Estimated Budget: \$800,000**



Design meeting with traditional owners at Bukudal, March 2014

## Stage 3

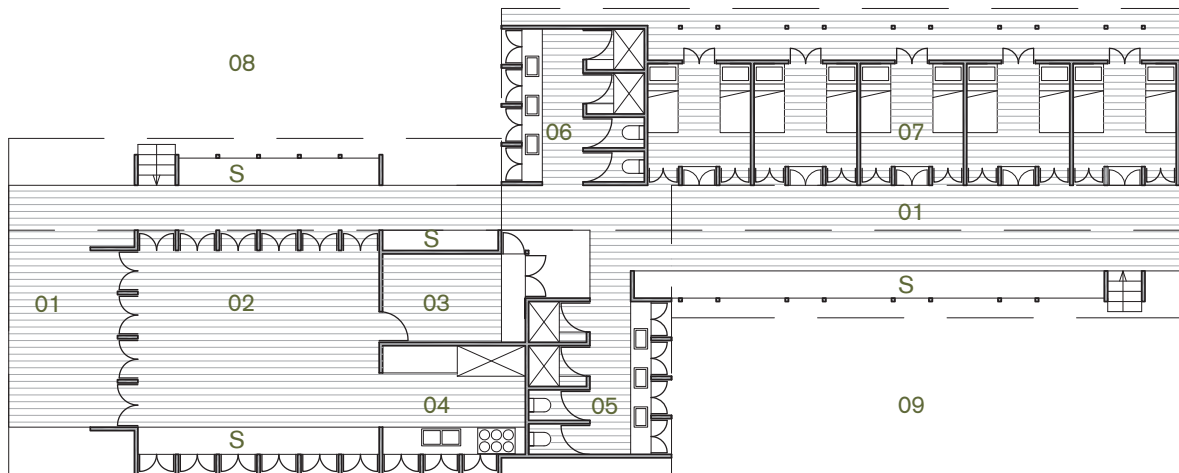
### 3.01 - Landscaping

Landscaping along the extent of the tourism site is needed to create an erosion buffer and enhance the appearance of Bukudal.

**Total Estimated Budget: \$10,000**



Yolngu string objects, depict animals and locations. Source: Buku-Larrnggay Mulka Art Centre archives, Yirrkala.



**Communal amenity building**

Scale 1:200 at A4

**KEY**

- 01 – Verandah
  - 02 – Combined Living and Dining Space
  - 03 – Store Room
  - 04 – Kitchen
  - 05 – Women's bathroom
  - 06 – Men's bathroom
  - 07 – Guest room\*
  - 08 – Men's Activity Place
  - 09 – Women's Activity Place
  - S – Bench Seat
- \* Each guest room to sleep either two people in double configuration or four people in bunk configuration

## Homelands case studies ... Bawaka, Bukudal and Nyinyikay

Since Lirrwi was established in 2010 tourism visitation to homelands has increased substantially. While the homeland community hosts the groups and provides the cultural experience, Lirrwi provides the tour marketing, administration, logistics including transport, catering and accommodation. The following case studies show how this innovative approach to destination management is evolving the homeland experience.

This approach is necessary as homelands at this early stage, do not have the experience, capacity or access to capital to deliver these aspects of a tour. In time homelands will take on more of these tour components as they build their experience and capacity. This is consistent with the Yothu Yindi (Mother and Child) Business Model.

### Bawaka cultural experiences

Bawaka Cultural Experiences is the homeland of the Burarrwanga family. It is situated on a stunning beach in Port Bradshaw approximately two hours from Nhulunbuy. The Burarrwanga family has been working in cultural tourism since 2004 when they started providing cultural awareness experiences for staff from the Gove Alumina Refinery. These activities spurred a desire to create a family business based at their homeland and focused upon sharing their rich culture from visitors from all over the world.

Bawaka regularly hosts groups of Commonwealth Bank executives and is now working with Telstra and Rio Tinto. The community has also hosted Geelong Grammar, Scotch College and Melbourne University on a number of occasions.

Lirrwi is currently working with Bawaka in the areas of market and product development and infrastructure planning. Bawaka is also working on new products such as Women's Tours (Gay'wu or Dilly Bag) for either corporate groups or independent group tours. Yolngu women are eager to share their rich culture with their Balanda sisters and there is already a strong demand for women only experiences. There are many impressive women in the Burarrwanga family including authors, teachers and cultural leaders who can provide an unforgettable experience.

They are also pursuing the opportunity of developing their own brand of unique 'Yolngu Homestay' experiences for independent travellers. This new market is largely dependent upon being able to develop new visitor infrastructure. First Lirrwi must assist Bawaka through the complex Land Tenure process administered

by the Northern Land Council. Bawaka needs to obtain a Section 19 Land Use Agreement in order to qualify for grant funding and loans towards infrastructure development.

Bawaka has a winning combination of a stunning location and a highly capable and motivated family group. They have shown perseverance and resilience in the face of many challenges and barriers to establishing their business.

Bawaka has received extensive media coverage over the last few years including Hamish & Andy Caravan of Courage, Gary Sweet, '100 Things to do before you die' and Kathy Freeman and Deborah Mailman's 'Going Bush'.

### Bawaka key metrics 2011-2014

Year	Tours	Tour Type	Pax	Yolngu Paid Workers
2011	7	Corporate, university, government, consumer, other	115	6
2012	18	Corporate, university, secondary school, consumer, special interest, other	153	6
2013	13	Corporate, university, secondary school, consumer, special interest, other	105	12
2014*	16	Corporate, university, secondary school, government, consumer, special interest, other	162	15

\*Current firm bookings, but expected to increase in number as year progresses.

### Bukudal

Bukudal Homeland is located on Trial Bay approximately 160km from Nhulunbuy. It is the homeland of the Mununggurr family representing the Djapu Clan. The family, headed by Barayuwa Mununggurr have a long held ambition to create a tourism business on their homeland. They had a particular interest in hosting school groups and Lirrwi has helped them find this market and develop experiences that are appropriate for them. Bukudal has now hosted eight educational visits including some of Australia's leading private schools and is expected to host significantly more into the future.

Bukudal will be a pivotal homeland in relation to school groups and will serve as a base from which groups can visit a number of other homelands in the area. It will also be a regular fixture in the Yolngu Dhukarr Adventures in Culture (Multi Homeland) tour that is being launched for the consumer market.

Tourism has been an extremely positive factor in the lives of the people at Bukudal. They obtain great pride and pleasure out of dealing with school groups and sharing their culture and the family looks forward to hosting the tours. Lirrwi has worked with the family in regards to training, product development, marketing as well as infrastructure development.

Bukudal will be one of the first homelands to develop purpose built visitor infrastructure will be one of the lead homelands in Land Tenure negotiations with the Northern Land Council and funding applications for infrastructure development.

Barayuwa Mununggurr from Bukudal who is also chairman of Laynhapuy Homelands and a Lirrwi director, sees tourism as a great asset for the community and something that strengthens the family and culture.

### Bukudal key metrics from 2011-2014

Year	Tours	Tour Type	Pax	Yolngu Paid Workers
2011	2	Secondary school	25	6
2012	4	Secondary school	60	6
2013	6	Secondary school, university, consumer, media, government	50	12
2014*	8	Secondary school, university, consumer	80	12

\*Current firm bookings, but expected to increase in number as year progresses.

### Nyinyikay

Nyinyikay is a small homeland located on Arnhem Bay approximately 180km by road from Nhulunbuy or a short charter flight from Gove Airport. The homeland sits on low red cliffs overlooking Arnhem Bay and has a good airstrip and basic infrastructure. The family is committed to building a tourism business and has hosted a number of groups over the last three years. Key people on the homeland include brothers, Marcus Lacey a homelands teacher and Daryl Lacey a senior Dhimurru Ranger.

Considerable progress is expected for Nyinyikay owing to the strong commitment and involvement of the Lacey family. An important development for the community is the establishment of the Marthakal Homelands maintenance base at Nyinyikay which services the group's mainland homelands. Gary Baker who is related to the family by marriage is the Marthakal maintenance person and is also based at Nyinyikay. This provides an added level of support to the family.

Nyinyikay also has support from two Balanda women who some time ago, were adopted by the family. Robyn Heras and Mary Rudd are East Coast based women with significant skills and experience who have been instrumental in assisting Lirrwi to develop Nyinyikay's ORIC corporation, bank account and Memorandum of Understanding. The MOU developed for Nyinyikay is to be used as the template for all Lirrwi's participating homeland businesses. The family sees tourism as a means to develop their homeland further to allow more family members to reside there permanently. They have a long-term goal to establish a homeland school, small shop and ranger station on the site. They recognise that a successful tourism business provides the best chance to lay the foundations for achieving these goals.

### Nyinyikay key metrics from 2011-2014

Year	Tours	Tour Type	Pax	Yolngu Paid Workers
2011	1	Consumer	8	4
2012	2	Secondary school	28	4
2013	4	Secondary school, university, consumer,	48	4
2014*	5	Secondary school, university, consumer, media	62	6

\*Current firm bookings, but expected to increase in number as year progresses.

## Strategic Direction 5: Tour Development

**Tour Experiences**

**Product Development Approach**

**Product testing**

**Tour itineraries**

## Tour Experiences

**Touring experiences are at the heart of Lirrwi's commercial business activity and will determine the success of Lirrwi and the homelands tourism involvement. Lirrwi's product development strategies are geared towards developing genuine, compelling and sustainable cultural tour experiences.**

To achieve this goal Lirrwi will address a range of product development issues associated with planning, operations, distribution and building demand:

### Planning

- Working with each homeland to assist them to develop distinctive and sustainable cultural tourism experiences that are consistent with the Yolngu Guiding Principles for Tourism.
- Assisting the homelands to shape their tourism experience by providing insights into the needs and preferences of each target visitor market.

### Operations

- Providing quality operational support for the tours - including tour planning, administration, transport, accommodation and catering.
- Maintaining quality control and ensuring continuous improvement in the range and quality of tour experiences through provision of consumer and industry feedback.
- Managing tour costs and trade and consumer pricing in such a way as to ensure margins are protected and Lirrwi tours are perceived as appropriately priced and offering value for money.

### Distribution and demand

- Building visitor demand by engaging selected travel distribution channels including travel wholesalers and travel agents, corporate travel planners and decision makers, school networks and online consumer channels.

## Product development approach

### Adherence to the Guiding Principles for Tourism

Lirrwi approaches tour development using the Guiding Principles for Tourism in Arnhem Land, which play a pivotal role in encouraging community support and confidence and helping to define the style of product experience. Discussions are initiated and led by Lirrwi's cultural advisor who works with each homeland to assist them in developing their own visitor experience. The cultural advisor knows the people, the place, its stories and its history and also knows from experience, what appeals to the visitors and how to deliver it. The cultural advisor will take the lead in identifying the type of experience that is most suited to the homeland and advise on the different roles that community members will need to play.

### Matching tours to target markets

Lirrwi maintains a 'balanced portfolio of business' based on three key target markets: corporate government and academic institutions, school groups and in the future, independent group tours. This approach is essential in meeting Yolngu needs and to provide a 'safety net' in case one market takes a downturn.

Lirrwi develops its tour range to specifically meet needs of each of these markets. In the case of Corporate Cultural Awareness tours, time is a critical factor. Most groups visit over a weekend to minimise the time away from work. This means that the experience needs to be smooth and efficient. Sticking to the schedule and consistency are important. Only the most experienced and well-equipped homelands closest to Nhulunbuy are ideally suited to corporate groups.

School groups typically have longer time frames (4-5 days), are usually larger groups and have greater flexibility. Most prefer to visit at least two separate homelands and many are looking for some sort of service project so that they add value to the homelands they visit. Many school groups visit during term time whilst others come during their school holidays. All visits occur between May and October and most have lead times of 4-6 months.

### Group tour development for independent travellers

Lirrwi's new range of tours for independent group travellers will be launched to consumers through the website and other social media channels in 2014 with regular departures from 2015 onwards. At times the communities need to engage in unexpected and important cultural and ceremonial commitments, which often render homelands and/or key people unavailable and affect scheduled tour departures.

In developing its independent tours Lirrwi has had to build in the necessary flexibility. The multi-homeland tour will be a regular set departure available for individual clients. It is a seven-day, six-night experience, visiting three different homelands. Having a pool of Yolngu Dhukarr Tour ready homelands addresses the market's need for reliability without imposing unrealistic expectations on homelands. Considerable thought and effort has gone into developing this tour and support has been provided through the Indigenous Tourism Champions Program (IBA and Tourism Australia) for this.

Lirrwi is also ensuring that visitor expectations about the tour experience are managed through provision of customer information which can be viewed on the Lirrwi website [www.lirwitourism.com.au](http://www.lirwitourism.com.au) under the Tours section. This covers all aspects of a Lirrwi Tour, including what to bring, what to expect and cultural protocols. Essential information is further reinforced and expanded on at tour briefings, which take place before each tour commences.

### Special interest tours

Lirrwi is also developing a number of new tours aimed at high yield markets including:

- **Women's Experiences (Gay'Wu or Dilly Bag)** that appeal to both corporate customers and independent travellers and are extended tours of 5-7 days. (See description below).
- **Expeditionary Cruise Ships and Air Touring groups.** These are generally focused on key communities of Yirrkala and Galiwinku and have been occurring since 2011.
- **Art Tours** involving the art centres of major Arnhem Land communities and using local air charter operators for transportation. These tours target collectors of Aboriginal art and allow them to purchase art at the source.
- **Sport fishing tours** involving both contemporary and traditional fishing techniques, delivered on homelands by Yolngu guides.
- **Hidaka** (didjeridu) master classes.
- **Day tours** for visitors to Nhulunbuy and Bawaka .

### Tour names

Lirrwi is conscious of conveying the type of experience being offered by each tour in its naming protocols. As a matter of principle, all Lirrwi tours have a Yolngu name followed by an English tagline which identifies the type of traveller and experience e.g. Yolngu Dhukarr - Adventures in Culture (multi homeland independent traveller tour) or Wangany Dhukarr - Learnings in Culture (corporate cultural awareness tour)

### Trialing, testing and training

Lirrwi undertakes significant testing of tours and receives development support through the Indigenous Tourism Champions Program jointly run by Indigenous Business Australia and Tourism Australia. Through this program, Lirrwi has been funded for a highly experienced tour operations mentor from Savannah Guides. The mentor, Mick Jerram, is the owner-operator of a well-regarded outdoor adventure tour company, Gecko Canoeing. Mick's risk management, tour planning and interpretive guiding knowledge are being shared with Lirrwi staff through intensive training and mentoring programs.

In addition to the mentoring program experienced travel industry people also undertook a trial tour in June 2013. A summary of the report and findings is included later in this section.

### The Lirrwi business model

Lirrwi as tour operator provides the end-to-end logistics for the customer from booking administration through transport, catering, accommodation and risk management. The homelands are responsible for delivering the cultural experience to the visitor. This is evidence of the Yothu Yindi (mother and child) model in action.

### Tour pricing

Tourism in Arnhem Land is inherently expensive given the high cost of operating in a remote area and the quality of the cultural experience involved. Additionally, tour revenue is making a major contribution to employment of significant numbers of Yolngu people and further developing the tourism industry in the region. Nevertheless, Lirrwi is implementing innovative measures to keep prices realistic and within consumer expectations. These measures include maintaining strict overhead cost controls and using low cost marketing strategies, particularly online. Also Lirrwi is developing alternate, tourism related revenue streams to ensure consistent cash flow and liquidity during the off-season.

### Accommodation on tours

Prior to the introduction of permanent accommodation on homelands, visitors are well provided for using high quality tents and comfortable bedding. Customers only need to bring their basic travel items such as clothing and toiletries. Lirrwi provides everything else. The longer-term plan is to design and build appropriate small scale, low impact visitor facilities in key homelands.

### Catering for visitors

Lirrwi is also taking an innovative approach to the catering. Food is an integral part of most travel experience and those paying for a unique Aboriginal experience have an expectation of being able to taste and possibly even catch or gather traditional foods. Lirrwi has partnered with leading Sydney restaurateurs, Fratelli Fresh to develop quality menus that incorporate bush foods to visitors. They will also be training Lirrwi staff on the cooking and presentation of food. In the longer term it is anticipated that homelands will be able to develop community gardens to provide fresh vegetables and herbs.

### Transport

Lirrwi's land-based tour experiences are for small groups between 4-24 pax and mainly focused on the homeland experience. Homelands are remote and accessible only by gravel roads or rough tracks. This means that transport is a critical factor. Lirrwi is well equipped with safe, highly capable and custom fitted four-wheel drive vehicles and appropriately trained and certified Yolngu drivers.

### Risk management

Lirrwi experienced two medical incidents during a test tour; one was staged, one was real. These were both handled calmly and professionally. However it became obvious that a single person needs to be in charge of emergencies. From this experience several recommendations were made to assist operations including purchase of Epirb and Epi pens, defibrillator and other medicines. A crisis management plan is also underdevelopment as part of the risk management strategy.

### **Product distribution**

The main distribution channels for Lirrwi's tours will be direct connection with customers through online, sales calls, presentations, referrals and repeat customers. In time Lirrwi will develop relationships with selected traditional travel trade distribution.

### **Customer satisfaction**

Customer satisfaction is directly linked to the quality of the experience and is the best form of marketing through word of mouth or 'word of mouse' via social media. Successful tourism businesses manage their social media channels well. Lirrwi's markets are targeted, meaning that word of mouth and social media can be an even more powerful marketing tool than more mainstream tourism. Lirrwi seeks feedback from its customers directly, but is also implementing a social media strategy to encourage customers to provide feedback via channels such as Facebook, Twitter, Trip Advisor and Pinterest.

## **Product testing**

In June 2013, a test tour was conducted to critique the Yolngu Dhukarr Multi-Homeland Tour that will be launched in 2014. This was an opportunity for eight tourism, marketing, training and public relations professionals to evaluate all aspects of the delivery and provide feedback and insights that could then be applied across all tours. It was important to undertake this process before the commencement of the 2014-touring season. Lirrwi Chairman, Djawa Burarrwanga led the tour, which was run with three Yolngu guides. Specific areas of evaluation included:

- Tour briefings
- Itinerary
- Operations and logistics
- Guiding quality
- Risk Management
- Cultural experience
- Transport, accommodation and catering

Four homelands were visited over six days - Baniyala, Bukudal, Birany Birany and Bawaka. The tour, when launched, will include at least three homelands and run for seven days. Homelands will be rotated to accommodate customer preference, access or cultural requirements.

### **Recommendations from the test tour**

An extensive debriefing session was held at the conclusion of the tour and a comprehensive report prepared. Following is a summary of the high level recommendations that will be put into operation in the 2014 season.

### **Meet and greet**

All visitors must be met at the airport by a Yolngu guide, with named greeting sign, then transferred to first night accommodation.

### **Briefing**

All briefings will be given by Yolngu people, before the beginning of the tour. The briefings will be undertaken at the first camp, and be comprehensively factual as well as motivational. Following a Yolngu traditional welcome and introductions, kits will be handed out, containing itinerary, map of the region, a small gift, safety guide, feedback form etc. A checklist of things to cover in the briefing has been developed e.g. dietary requirements, phone usage, waiver forms .

### **The itinerary**

The itinerary needs to allow flexibility for spontaneous experiences and be not too prescriptive on times, except for departure times, breakfast and evening meal times. Delivering what is indicated in the itinerary is of critical importance. Schedules should be adhered to as much as possible and supported by good communication from guides. The first night accommodation should be held at a campsite rather than town accommodation, so the visitor starts the experience immediately upon arrival. Appropriate sites are currently being investigated.

### **Guide performance**

Guide training is a high priority and this has already commenced. This will include itineraries, customer service and meeting expectations, camp set up. Guides will always wear uniforms, with a Lirrwi Logo, for professionalism and easy identification. Guides need to understand boundaries (e.g. no smoking in front of guests). Other recommendations for guides include: sleeping in a separate area to guests and guides to stay in touch when in vehicle convoy. Homeland people will also be able to provide additional support particularly in camp set up and dismantling, firewood collection. The appointment of female guides will be a priority.

### **The camp**

Camps will be set up prior to guest arrival and camps will be established with thought given to privacy, proximity to amenities blocks, views etc. Basic requirements such as hand washing facilities fresh drinking water. Policies will be established for food handling and cooking as part of the Savannah Guides and Fratelli Fresh program.

### **The experience**

Delivery of the promised experience and the itinerary is critical; in all cases expectations should be not just met but exceeded.

### Cultural activities

These activities need to be delivered in a way, which is entertaining, engaging, non repetitive and provides knowledge and understanding of and respect for Yolngu culture. All activities such as weaving and spear making must be taken through to completion stage. The following is a list of cultural activities that homeland communities can consider sharing with visitors:

Welcome to country	Bunggul (dancing)
Art centre tour	Knowledge
Bush medicine	Skin system
Bush foods (seasonal)	Night sky astronomy
Fishing (traditional)	Crocodile nest walk (Baniyala)
Oyster gathering	Yothu Yindi story (Birany)
Story telling	Birany)
Campfire singing	Dkakirr (Baniyala)
Cooking fish traditional way	Bayini (Bawaka)
Weaving	Healing
Spear making	Sign language

### Guest involvement

There is a need for strong focus on teaching and guest involvement - interaction is the key, rather than just demonstration by guides e.g. for fishing. Allocated free time for reading, relaxing or resting should also be included. It will also be important to ensure that the homelands have a clear understanding of the program to avoid repetition and ensure the best possible visitor experience. This will require good communication between the tour guides and the homelands.

## Tour itineraries

### Day Tours

These tours are one day, vehicle based tours with Yolngu driver guides that visit a number of key Dhimurru Recreational Areas including stunning Cape Arnhem. This type of tour is suitable for people visiting Nhulunbuy on business or to visit friends and relatives. They can also be packaged easily with other tour operators in Nhulunbuy. A day tour has also been developed for one of the homelands, Bawaka and will be released to the market in 2014 through Territory Discoveries.

### Yolngu Dhukarr Multi-Homeland Tour (7 days - 6 nights)

Participants in this tour will visit some of Australia's most beautiful and undiscovered locations hosted by the Traditional Owners. This seven-day, six-night cultural expedition visits three remote NE Arnhem Land homelands. Activities and experiences include:

- Participating in gathering of bush foods and medicines with a Yolngu family
- Making artefacts such as fishing spears, using local materials under the guidance of Yolngu
- Learning to use spears and participating in traditional fishing activities

- Preparation and sharing of traditional foods (supplementing food provided as part of the tour)
- Learning about Yolngu language, culture and kinship
- Participating in traditional arts and crafts activities such as painting and weaving including the gathering of materials with Yolngu
- Learning and participating in traditional dance activities
- Learning about the Mandupul (didjeridu) - how it is made and played.

Tours have a set monthly departure from with a minimum group size of six and a maximum group size of 18

The Yolngu Dhukarr Tour provides an opportunity for Yolngu on remote homelands to share their culture with visitors and provide an economic base for them to be able to remain on country and strengthen their culture. Tourism of this kind, which is developed by Yolngu for Yolngu allows for multiple generations of family members to participate. This experience includes the following:

- Airport transfers
- Transport to and around homelands in comfortable four wheel drive vehicles with Yolngu driver-guides
- All meals on tour
- Cultural program on homelands
- Homeland accommodation - either basic lodge style or quality tents with comfortable bedding

### Gay'Wu - The Dilly Bag Tour for Women (7 days - 6 nights)

The dilly bag is a powerful and important cultural symbol in Arnhem Land, where it was first created thousands of years ago. Woven with dyed pandanus leaves, the dilly bag has both a practical and a spiritual meaning. In practical terms the dilly bag holds foods and medicines gathered from the bush; the spiritual meaning of the dilly bag (which has given rise to the name of this tour) is that it is also used to carry knowledge.

The Yolngu often say the land is their mother; it nurtures, heals and guides their lives. This is why the female visitor experience and connection to Yolngu people is often so profound. The Gay'wu Women's Tour provides female visitors with the opportunity to come together with their Yolngu sisterhood and learn about their culture, history and country. Equally it is an opportunity to reconnect with every aspect of their own lives - environment, spirituality, and philosophy.

Many extraordinary things will be experienced on this tour, and time spent with the Yolngu women is often described 'life-changing'. Experiences include Yolngu philosophy and kinship, weaving, painting, astrology, healing ceremony, crying ceremony (Nathi), cooking and bush medicine, dancing, and gathering oysters or mud crabs and much more. Specific activities will vary according to the season and the spontaneity of Yolngu life.

This tour visits Bawaka and Nyinyikay and is for a minimum of eight and a maximum of 12 women. Larger

groups can be accommodated on request. This experience includes the following:

- Airport transfers
- Transport to and around homelands in comfortable four wheel drive vehicles with Yolngu driver-guides
- All meals on tour
- Cultural program on homelands
- Homeland accommodation - either basic lodge style or quality tents with comfortable bedding

### **Lirriwi School Camps (5 days - 4 nights)**

These are tailored to the needs of particular schools and their curricular requirements. Depending on the length of stay some or all of the activities listed below are conducted:

- Spear making (boys)
- How to find a Yidaki (didjeridu) tree (boys)
- Spear throwing coaching and practice (boys)
- Pandanus basket weaving (girls)
- Necklace craft (girls)
- Yolngu Culture workshop
- Yolngu Art workshop
- Yolngu language workshops
- Advanced language workshops
- Homeland/significant sites tour
- Bush food and medicine demonstrations
- Yolngu ranger programs

Free time activities include fishing, beach walks, access to traditional owners for Q&A. School groups are also encouraged to bring some sporting equipment for free time activities.

School Camps offer flexible duration experiences, but the normal stay is around five days, four nights involving groups of eight to 24 (including teachers) from age 12 upwards. This experience includes the following:

- Airport transfers
- Transport to and around homelands in comfortable four wheel drive vehicles with Yolngu driver-guides
- All meals on tour
- Cultural program on homelands
- Homeland accommodation - either basic lodge style or quality tents with comfortable bedding

### **Wangany Dhukarr - Cultural Awareness Tour Programs**

The Yolngu people have for centuries engaged in cultural exchanges with visitors to their region. Drawing on this long tradition of cross-cultural exchange, Lirriwi Tourism has actively supported the development of experiences that provide an opportunity for decision makers from Australian corporations to gain an insight into this ancient culture. Many Australian corporations have a Reconciliation Action Plan (RAP), which provides a framework by which they can contribute towards reconciliation with Aboriginal people. These plans usually include a commitment to gaining a

better understanding of Aboriginal culture and to increase the use of Aboriginal suppliers. Many of Australia's leading companies including the Commonwealth Bank, Telstra and Qantas have RAPs and are engaged with Lirriwi. These cultural programs are tailored to the needs of the specific corporation and deliver direct benefits to the participating homeland businesses.

The programs differ slightly depending on who is participating and where the program is being delivered. Common elements include introducing visitors to welcome ceremonies, explaining ties to homelands, family connections (kinship), moieties, skin groups, language, local history, and sign language.

Often these programs can also touch on sensitive subjects relating to conflict, racism, exclusion, inequality, prejudice, unjust laws, unemployment, poverty, media bias, mistreatment, self-determination and land rights. After all there can be no meaningful 'awareness' without including both the positive and negative realities of contemporary Yolngu life and culture.

The cultural awareness programs are each tailored in consultation with Yolngu businesses in order to appeal to a variety of groups such as government agencies, corporate, academic, collegiate and private family groups. Prior consultation helps ensure visitor's needs are met and the Yolngu businesses have ample time to prepare for your arrival.

Visitor feedback categorically indicates that homelands are truly the ideal places to learn more about the first Australians and engage in a cultural awareness programs. A great advantage is fortunate that there are now a range of homeland based Yolngu businesses in East Arnhem Land, which are developing the skills and experience to deliver cultural awareness programs.

Alternatively these same programs can be adapted in order for them to be conducted at various locations in and around Nhulunbuy, should that better suit visitor needs.

Typical corporate cultural awareness experiences run over a weekend and involve a day or so for traveling from the East Coast. Despite the remoteness of Nhulunbuy (Gove), it is still easily accessible flying with Qantas via Darwin or Cairns. Visitors are transported by four-wheel drive vehicle to remote homelands where they typically spend two days and a night.

Accommodation is lodge style with camp stretchers or swags. All meals are provided on site.

## Strategic Direction 6: Training and Learning

**Training Considerations**

**Lirrwi Workforce Development Plan**

**Training and Learning Map**

**Training Priorities 2014-2015**

## Training Considerations

**The Masterplan training and learning strategies are in the early stages of development and present challenges due to the scale and complexity of the requirement. Lirrwi has had to proceed carefully to ensure that its strategies can encompass its own corporate requirements, as well as the multi-faceted skills required by homeland workforces that are for the most part new to the tourism and hospitality industries.**

In 2012, Lirrwi commenced development of a comprehensive training strategy for Lirrwi staff and Yolngu homelands involved in tourism, by appointing a registered training organisation, The AVANA Group, to prepare a feasibility study.

Practical insight was also provided by the consumer trial tour conducted in June 2013, which identified significant areas for training development including tour guide training, general tourism and service training for the homelands as well as specific skills requirements.

The feasibility study and trial tour revealed that a one-size fits all approach is impractical and a customised, multi-layered approach is required. There are several key considerations, which determine this approach:

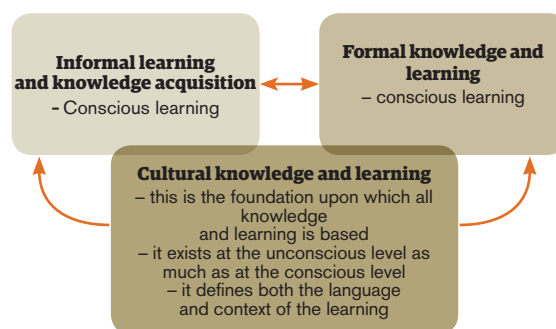
- **Training will be an ongoing process** as more homelands move into tourism. It is not time specific.
- **Prior learning skills** need to be recognised.
- **Yolngu cultural values and systems encompass life long training** in cultural knowledge, bush safety (risk management), sharing culture, law, communication and much more. Many of these skills have been developed and handed down over thousands of years and contribute greatly to the authenticity of the experience. Although these attributes are not formally recognised in any approved training programs, they are nevertheless critically important to the success of tourism in Arnhem Land.
- **Yolngu training other Yolngu** is also another dimension, which should be recognised and made an integral part of the training program. Yolngu visiting other homelands to participate in and learn from cultural experiences is an invaluable face-to-face training mechanism, which is inexpensive and provides great added value.
- **Training and mentoring** is already occurring, through partner organisations such as the Commonwealth Bank, Jawun, Savannah Guides and Fratelli Fresh restaurants. This training in financial management, tour guide and catering training for Lirrwi staff and other skills development needs to be embraced as a coherent part of the overall training strategy.
- **The requirement to undertake accredited compliance training** in areas such as driving, first aid, food handling, tour guiding and interpretation must also be a key priority.

Following receipt of the feasibility study Lirrwi has progressed to developing a customised strategy with

the assistance of two organisations: AVANA (which is a Registered Training Organisation) and Service Skills Australia (SSA).

### Training approach

Through the feasibility study, trial tour and subsequent consultations undertaken by AVANA and Service Skills Australia (SSA), Lirrwi has identified how it can best optimise its approach to training. This approach recognises that the Yolngu's extensive cultural knowledge and learning already forms a strong foundation on which to build additional practical skills and knowledge that is specifically relevant to their tourism ventures. This will be achieved through customising a variety of formal and informal training programs to the specific needs of Lirrwi and the homeland communities. The components of the training and learning strategy comprise a workforce development plan, which follows a model created by SSA; scheduled compliance training; a mentoring program and informal training opportunities. Deployed in tandem with each other, these training options will best address the needs of Lirrwi and the homeland tourism communities.



### Lirrwi workforce development plan

Workforce development is a whole of business approach to the management of Lirrwi's resources. The goal of workforce development is to improve on Lirrwi's competitiveness and increase productivity across the whole business as a response to various local, national and international influencing factors.

The workforce development planning process has been designed by SSA to analyse where Lirrwi might have specific opportunities to improve and enhance the way it manages its human resources.

At this stage the diagnostic process has identified Lirrwi as having a strong organisational strategy with sound workplace cultures and excellent staff retention. Current areas of particular strength include:

- Effective recruitment
- Planning for staff

- Responsiveness to staff needs
- Effective internal communication
- Care about workforce
- Management of workplace/organisational stress
- Adapting to changing markets
- Retaining staff
- Online marketing
- Flexible conditions for employees

Overall, the business and its management are well placed to build on an existing positive workforce and deliver exceptional product and services to market.

However as the business is still young, it is expected that areas such as HR/workforce policy and procedure, recruitment, and skills training require further development - although the business is well advanced in these areas for an organisation of its age

The full Workplace Development Plan (when completed) will cover five key areas:

1. **Understanding the business needs** - an overview of the business from a workforce perspective
2. **Leadership, planning and HR strategy** - looks at the integration of workforce and business/operational planning
3. **Recruitment** - examines the management of the business and issues around recruitment of staff from an historical perspective, current position and future needs
4. **Retention** - examines issues around retention of staff
5. **Upskilling and training** - identifies training and development needs, existing skills and the relationship of these areas to the business strategy and products

The planning process also draws upon a database of over 650 programs and resources in order to identify opportunities to support and address the businesses workforce needs.

## Training and learning map

The training map opposite identifies a range of training needs that already have been identified for Lirrwi and homelands. The timetable for implementing relevant training needs to be flexible to allow for operational requirements and trainer availability. Other considerations relating to the proposed training include:

- Training to be developed and delivered in manner that supports the language levels and learning styles of the Yolngu people
- It must be contextualized
- Learning needs to be activity based and where appropriate delivered on the homelands
- Assessment methodologies including interview, observational evaluation, peer assessment and practical tasks must be employed over written tasks
- Acknowledgement needs to be given to the skills and knowledge that already exists within the learner cohort (recognition of prior learning and current competencies)

As there is a range of highly specialised training needs, Lirrwi will be identifying the best training solutions for each of the categories. Lirrwi is currently working with a number of specialised training organisations and training activities will be allocated to appropriate organisations.

The initial training focus is Lirrwi staff, but some training activities will be relevant to key homelands. Over time the training emphasis will shift from Lirrwi to homelands once frontline Lirrwi staff are appropriately trained.

Note: The proposed training strategy is in its early development stage, and will be revised updated and improved on a continual basis. At this stage it is an unfunded project, although there are designated training support programs within the Commonwealth and Territory Governments, which will be utilised.



## Training priorities 2014–2015

### Financial management

Financial Management training and mentoring is currently being provided to Lirrwi staff by its financial services provider, Perks Integrated Business Solutions as well as Masterplan Partner Commonwealth Bank.

Perks, an Adelaide based company is concentrating on providing a robust online accounting system backed up by bookkeeping services. Perks mentors Lirrwi Manager closely on financial forecasting, budgeting and cash flow, cost control and taxation matters.

The Commonwealth Bank's focus is on financial literacy for Yolngu participants, personal budgeting, Internet banking etc.

### Leadership mentoring

Masterplan Advisor, John Morse provides ongoing mentoring to Lirrwi's chairman, manager and other staff members. His mentoring covers a range of areas including high-level strategic thinking; grant writing, marketing, government relationships, partnership and stakeholder relationships and people management.

### Governance

Training specific to the roles of the board of directors for Lirrwi and leaders from key homelands. Training will be delivered by Masterplan Partner, Ethics Matter and will focus primarily on ORIC rules and requirements for board members, but also involves risk management as it applies to boards.

### Tour operations training and mentoring

Savannah Guides is providing intensive tour operations mentoring to Lirrwi staff through Mick Jerram of Gecko Canoeing, Katherine. Mick is the most experienced outdoor adventure operator in the Northern Territory. It involves 60 days hands on intensive mentoring of staff in best practice remote tour operations and includes tour preparation, camp management, vehicle safety, first aid training, customer service, interpretive guiding and product development. The main objectives are to upskill the staff and the organisation in delivering tours to a high standard and provide a comprehensive tour operations manual as a key training resource. Significant parts of this training will be delivered according to various Vocational Education Training (VET) units of competency that will count towards relevant tourism and allied industry sector qualifications.

### Tour catering

Fratelli Fresh is a leading Sydney based restaurant and catering business with a chain of Italian restaurants. They also have an Indigenous training program for commercial cookery. Fratelli is undertaking an advisory and training program with Lirrwi for the food side of its tour

operations. They will assist Lirrwi develop a tour program menu that is robust, appealing and incorporates as much local ingredients as possible. They will also provide training to Yolngu guides in food preparation, cooking and serving. Fratelli's training program will include VET units of competency that can count towards various accredited training qualifications. This relationship has the potential to evolve into a more substantial initiative.

Mick Jerram will collaborate with Fratelli in terms of developing an appropriate procurement program around tour foodstuffs to streamline operations and lower overheads.

### Driver training

A number of Lirrwi staff and homelands Yolngu will be undertaking training in Yirrkala for H Endorsements to their driver's licences. This is an 'authorisation to drive passengers for reward or hire' and is essential for those driving tour vehicles in the Northern Territory. The NT Government Department of Transport will be delivering this training. Some staff members will also be upgrading their licence classes to heavy vehicle in preparation for Lirrwi acquiring larger vehicles.

### Remote vehicle operations

Specialised advanced training in off road driving, vehicle recovery and basic field maintenance for vehicles will be undertaken by a specialist-training organisation and supported by the NT Government.

### First aid

Senior first aid and remote casualty management will be undertaken with all guides. Savannah Guides will coordinate this training as part of the Tour Operations Mentoring Project.

### Cultural mentoring

Lirrwi's cultural advisor, Waka Mununggurr and Chairman Djawa Burarrwanga mentor non-Yolngu staff on Yolngu protocols in relation to tour and business development. Waka and Djawa are the key liaisons between Lirrwi and homeland people wishing to develop tourism. In this way, they mentor both non-Yolngu Lirrwi staff and Yolngu homeland participants.

### Customer feedback

Feedback is an important part of any tour experience and Lirrwi gives feedback forms to all customers. These are analysed continuously and used to inform training needs and improve customer service and satisfaction.

## Strategic Direction 7: Arnhem Land Promotion

**Arnhem Land Promotion**

**Building the Brand**

**Promotional Strategies**

## Arnhem Land Promotion

**Arnhem Land, to most Australians is a mysterious, unknown destination seen as exotic, difficult to get to, and requiring an invitation to enter. This is fortunate in that there are few if any negatives to counter and in terms of appeal, it discourages mass tourism.**

However it also means that much needs to be done to build awareness and understanding that Yolngu people wish to share their culture, by welcoming people to their homelands and providing experiences which can be found nowhere else.

To address this Lirrwi has embarked on a comprehensive and long term approach to building consumer and trade awareness of the destination, the homeland visitor experiences and its role as the region's principal tourism organisation and tour operator.

### Key objectives

The key objectives of Lirrwi's promotional strategies are:

- To build a unique, memorable and appealing brand for Arnhem Land which reflects the values, the wishes and the Guiding Principles of Yolngu people
- To create broad awareness of Arnhem Land as a desirable destination and the place to visit to have a unique adventure in culture
- To create understanding in key visitor segments that Yolngu people wish to share their rich culture and welcome visitors to their homelands (there is no word for stranger in the Yolngu language).
- To develop cost effective, targeted promotional strategies, which reflect the brand and create conversion into high yield low impact business.
- To extend the current visitor season (May-September) by 1-2 months either side of the shoulder seasons.
- To position Lirrwi Tourism as the organisation to contact to arrange travel to Arnhem Land

### Building the brand

Central to all promotional activities is brand development. Lirrwi began work on this aspect of the project shortly after the Masterplan launch in 2011, assisted by brand agency and Lirrwi partner, Adventure Junky. However most of the conceptualisation of the destination brand was undertaken collectively at the 2012 Mulwat Conference which brought together Lirrwi directors and partners, representatives from local communities, business and travel leaders from across Australia and more than 100 Yolngu from regional homelands. The starting point was consideration of the destination brand.

The brand development process coordinated through Lirrwi involved five key steps:

1. Establishing a brand proposition which would resonate and connect with target visitor segments.
2. Identifying the core values, attributes and benefits of the destination brand and then distilling these dimensions to its core essence
3. Structuring the relationships between the destination brand and other individual Yolngu brands, such as Lirrwi's corporate brand and the emerging homeland brands. This needed to be organised within a 'brand architecture' framework.
4. Defining the brand experience.
5. Developing the visual representation of the Yolngu brands through creation of 'brand identities'.

### 1. Brand proposition

The strategy to promote Arnhem Land is directed to four key visitor segments:

- Corporate business executives
- School and university groups
- Independent travellers aged 25-64
- Special interest travellers

Marketing to these diverse segments requires quite different approaches - albeit under the umbrella of a strong consistent brand. While the promotional approaches may be different, the brand's core proposition, which encapsulates the benefits of the experience, is common to all target markets:

**"Visiting Arnhem Land and learning about the worlds oldest living culture is an extraordinary experience which is revealing, refreshing and for many, life changing."**

### Competitor brand positioning

Many counties and destinations have faced the same challenge as Arnhem Land in developing a coherent attractive brand. Cultural tourism destinations such as Bhutan and the Canadian destinations of Nunavut and Aboriginal British Columbia have each developed brand positions that associate the destination with the experience of cultural values, experiences and benefits.

**Bhutan - happiness is a place**



Bhutan, the country perhaps best known for giving the world the measurement of 'gross national happiness,' is preparing to inject some happiness into its tourism marketing in an effort to boost visitors. The Tourism Council of Bhutan announced recently that it had adapted a new global marketing effort for the Kingdom, centered around the phrase 'Bhutan, happiness is a place.' Designed to differentiate the tiny country from its booming neighbors China and India, the campaign is focused on the key element from which Bhutan made its name, happiness, which the council says "has irrefutably been proven as the core and the true essence of Bhutan."

**Aboriginal British Columbia - our story, your experience**



In British Columbia, visitors will discover a rich and diverse Aboriginal culture experience that is truly unique and enriching. View Aboriginal Canadian art, tour a traditional native village, view repatriated potlatch treasures and discover artifacts that pre-date the pyramids. British Columbia is known throughout the world for its spectacular scenery and pristine nature. Aboriginal guides will show you a different way of discovering our land and waters and embark on adventures you have never experienced before.

**Nunavut – like nowhere else on Earth!**



Settled by Indigenous people over four thousand years ago, Nunavut, which means 'our land' in Inuktitut, is the newest and largest federal territory in Canada. The enormous natural paradise is a place where ancient traditions, untouched landscapes and incredible wildlife exist together like nowhere else on Earth. Nunavut Sannginivut is their motto – **Our land, our strength.**

**2. The Arnhem Land and Lirrwi brand values**

The Mulwat Conference held in 2012 created the foundations of the destination brand by integrating traditional values with different brand dimensions. These comprised:

- Mulwat (Yolngu values)
- Guiding Principles for Tourism
- Brand personality
- Brand benefits
- Brand attributes

**Guiding Principles and the brand**

The Guiding Principles also form part of the brand values and some (outlined below) have specific relation to how and what is communicated about the brand:

- History must be revised through tourism to recognise the Yolngu people as the first people of Arnhem Land. Arnhem Land has been the home of Yolngu people since the beginning of time and this must be acknowledged and respected.
- The land and all it contains needs to be recognised for its significance to Yolngu people.
- Recognition that Yolngu are "farmers and custodians" not nomads.
- Yolngu wish to share knowledge with people from other places.
- Yolngu will have the right to decide how much and what information to share.
- Visitors must recognise that Arnhem Land is a place to be slow and steady.
- Respect is a key requirement for all visitors.
- Yolngu wish to be inclusive for all Australians.
- The tourism calendar must synchronise with the Yolngu calendar.
- The promotion of Arnhem Land must embrace all these values.

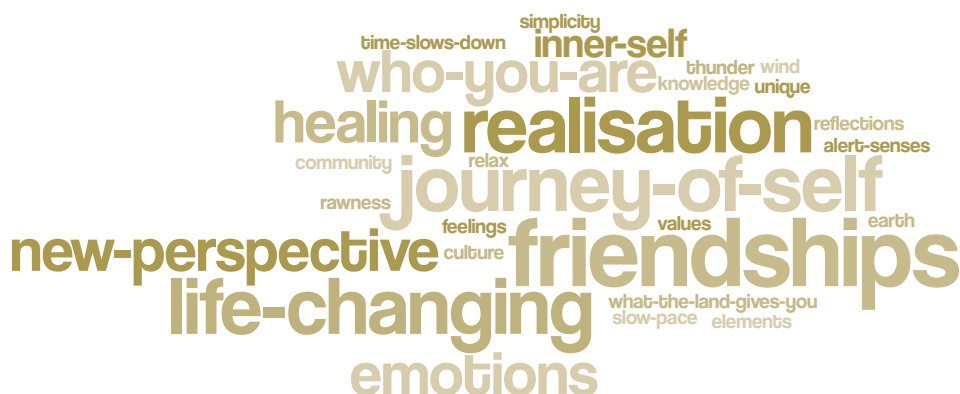
### Brand dimensions

The following charts from the Mulwat brand workshop describe the brand personality, the brand benefits and the brand attributes. The size of the words represents their relative strength and importance expressed in the workshop

### Brand Personality ...if Arnhem Land were a person



### Brand Benefits ... functional, emotional, self-actualising



### Brand Attributes ...words and phrases that represent Arnhem Land



### 3. Brand architecture

Arnhem Land, the Yolngu, Lirrwi and the homelands tour (product) experience each have their own brand characteristics and associations. The all have varying levels of awareness, and different points of connection in the minds of potential visitors.

**Lirrwi** - has limited awareness of name or meaning

**Arnhem Land** - refers to a geographic entity. It has low awareness but a broad Aboriginal connection

**Yolngu** - has low awareness but is associated with the cultural element of the tourism experience

**The homelands** (or products) have zero to low awareness, and are at various stages of development in terms of defining a unique visitor experiences

For the consumer and the tourism industry this represents a potential source of confusion. To clarify how Arnhem Land 'brands' fit together a structure needed to be developed that would make sense to the consumer. The 'brand architecture' plots each of the brands and their relationship to each other. For the average consumer the understanding needs to be:

- Arnhem Land is the territory or country
- The homelands represent the actual product experience
- Lirrwi is the tour operator
- Yolngu culture is the glue that holds it all together

#### The destination brand

Like Bhutan, Arnhem Land is one of a few rare places in the world that can claim a high level emotional benefit. The experience has many parallels and is described by travellers as: 'an old culture', 'adventurous to travel there', 'transformational' when you do. Both destinations have a mystique about them and a deep spirituality and are referred to as: 'fantasy-like', 'story bookish'. As the Yolngu themselves describe it... 'a land of milk and honey', 'a promised land'

But the name 'Arnhem Land' doesn't deliver on this. Arnhem Land was named in 1623 by Dutch East India Company Captain Willem van Colster after his ship, the Arnhem - which itself was named after the city of Arnhem in the Netherlands.

The issue of destination name becomes an extremely important one when considering development of the new tourism brand. If the Yolngu Guiding Principles for Tourism are to be followed, Yolngu recognition and acknowledgment of their associations with the land are integral to the brand identity as per these Yolngu principles:

"History must be revised through tourism to recognise the Yolngu people as the first people of Arnhem Land"

"Arnhem land has been the home of Yolngu people since the beginning of time and this must be acknowledged and respected"

#### A name change for Arnhem Land?

In an ideal world to actually change the name from 'Arnhem Land' to 'Yolngu Land' (or coexist with it) would sit well with the Yolngu people's desire for recognition as the first people of the region. It would also present a more appropriate and authentic cultural tourism experience. There are other potential benefits:

- Valuable PR for cultural tourism in the region
- PR on the international stage
- Help to put the region/destination on the map
- A vehicle for storytelling about the people and place

The reality however is that changing the name of 'Arnhem Land' would be a lengthy and long-winded exercise. There are however many precedents:

- Ayers Rock is now Uluru \*
- Katherine Gorge is now Nitmiluk\*
- Bombay is now Mumbai
- Canton is now Guangzhou
- Saigon is now Ho Chi-Minh City
- Madras is now Chennai
- Burma is now Myanmar

However in terms of brand building it is not necessary to make an official name change in order to establish 'Yolngu Land' as the dominant destination brand. It simply becomes a consumer-facing brand name used in all promotional activity, and Arnhem Land remains the registered geographical locator. Given long-term use, 'Yolngu Land' would come to gain direct association with the region, culture and experience in much the same as the name 'Red Centre' has achieved. Under this scenario:

- **Yolngu Land** becomes the Destination Master Brand
- **The tourism products** are sub-brands
- **Arnhem Land** is the physical location
- **Lirrwi Tourism** is the (endorsed) organisation to get visitors there and around

#### Brand architecture chart



#### 4. Defining the brand experience

Lirrwi's Arnhem Land visitor experience is difficult to categorise. There are many descriptors used in the travel and tourism industry that could potentially apply, such as 'cultural tourism', 'eco-tourism', 'responsible travel', 'conscious travel' and so on. However most of these are academic descriptions and none adequately captures the elements or the spirit of the experience.

##### The rise of adventure tourism

In a recent interview, the UN World Travel Organisation Secretary General, Mr Taleb Rifai commented on adventure tourism:

"Adventure tourism is one of the most responsible modes of tourism. Our natural capital is the environment and the culture, and we don't consume our capital, no business does. Adventure tourism is what tourism should be today, and is definitely what tourism will be tomorrow."

A tourism or travel experience is classified as adventure if it involves two or more of the three elements below:

- Culture - interaction with another culture
- Nature - interaction with the natural environment
- Physical - physical activity

The Lirrwi Tourism experience ticks all the boxes of adventure tourism. Not only does it have the right ingredients, but also it has the right spirit; a trip to Arnhem Land is adventurous! Adventures are unexpected, challenging but at the same time far more rewarding than the average experience.

In terms of market position adventure represents a growing sector. On 13 December 2012, for the first time ever in a calendar year, 1 billion travelers crossed international borders. Another five to six billion are estimated to have travelled in their own countries. Of these 1 in 4 of those trips had an adventure component. This translates to over 250 million international adventures and more than a billion domestically in 2012 alone. If growth continues according to present modeling, adventure could account for 50 per cent of all reasons to travel by 2050<sup>7</sup>.

##### Brand essence

A key outcome of the Mulwat Conference brand workshop was the recognition that the two principal defining elements of the Arnhem Land tourism experience are adventure and Yolngu culture. This distilled into the core 'brand essence':

##### Arnhem Land - Yolngu Land Adventures in culture

This is an accurate, relevant and unique summation of the Arnhem Land experience and beautiful in its simplicity. It will inform all communications and be tagged on all promotional material.

#### 5. Brand identity

A key part of the overall branding process will be to develop brand identities (name, logos, visual elements) to represent the destination, each of the homelands and Lirrwi. A priority was to develop Lirrwi's corporate brand identity to ensure it presented a distinctive and professional image in the marketplace. Other identities for the homelands and for Arnhem Land -Yolngu Land will be developed under the next phases of the Masterplan. All will share a similar look and feel and be clearly connected as a 'family of brands'.



##### The Lirrwi brand identity

As outlined in the section on brand architecture (above) while Yolngu Land is the destination brand, Lirrwi is the destination's tour operator and requires its own corporate brand identity.

Development of the identity involved many consultations with Yolngu people on homelands; meetings with the Lirrwi Board and management, artists, designers and importantly the Buku-Larrnggay Art Centre in Yirrkala.

Many initial concepts were drawn up, discussed and rejected. The thinking gradually evolved to depicting a campfire as the symbol for Lirrwi. This will have resonance with target markets, and Yolngu people and has great relevance and symbolism. It references Lirrwi's literal meaning of 'charcoal' (see page 19) while also tapping into a range of other connected associations. With significant help from Buku-Larrnggay Art Centre, several Yolngu artists were asked simply to paint their own Yolngu interpretation of a campfire.

The final choice (below) was painted by Nongirringa Marawili from Baniyala (formerly Blue Mud Bay). Nongirringa is a Yirritja woman and her clan is Madarrpa, Yithuwa. She is an important artist, and her works on bark, and Larrakitj (hollow logs) are held in major galleries, including the National Gallery of Victoria, NSW Art Gallery and the Metropolitan Museum of Modern Art New York. The Board of Lirrwi Tourism received her beautifully simple yet powerful depiction of the campfire with acclaim.

A brand usage manual is currently under development and the Lirrwi brand will be applied to vehicles, stationery, signage, uniforms, merchandise and all relevant promotional material. Once the Lirrwi brand is well established work will commence on developing brand identities for individual homelands. The development of the brand, including Arnhem Land identity, Lirrwi and the homelands will be an ongoing process, developed at a pace determined by Yolngu people.

## Promotional strategies

Engaging different target markets presents several major challenges for Lirrwai. These include the prohibitive cost of traditional marketing; the non-mainstream nature of the experience; high-yielding but hard to reach visitor segments that require a highly customised approach; the growing influence and importance of social media. Two Lirrwai Partners, brand agency Adventure Junky and PR company MG Media, are assisting Lirrwai in formulating its marketing and promotional strategy. Lirrwai's communication and promotional mix includes online promotion, public relations, partnership marketing, trade promotion and sales engagement with the education and corporate sectors.

### Online promotions

#### Social media

The Lirrwai experience is a unique and often very personal experience; it comes through close engagement and friendship with Yolngu families or being exposed to entirely new concepts in an unfamiliar environment. The experience effects people on a deep level, not easily conveyed in traditional communication channels, and best expressed by those that have experienced it.

The transparency and democracy of social media has seen trust in online recommendations rise to 70 per cent and that of traditional advertising fall to 14 per cent. This combined with traveller's growing appetite to share experiences through social media, has forced a rethink by the tourism industry in the way it markets itself. Next year, almost two-thirds of travel companies plan to increase their social media marketing budgets as a means to join and influence the conversation and to acquire friends and followers for their brand. Tourism Australia for example, has over 5.5 million likes and many individual photos receive over 50,000 likes in a few hours, particularly if they have an Indigenous theme.<sup>8</sup>

Advocacy and social media will play a key role in communicating the Lirrwai experience. It will be important to harness those that have visited the region to share their experiences with others, as they are the best advocates. All social media channels will be used extensively to promote Lirrwai and Arnhem Land, including Facebook, YouTube, Vimeo, Instagram and Twitter. Links to other related tourism social media platforms such as Tourism NT and Tourism Australia will also be created.

## Examples of campaign activity

**Lirrwai Test Campaign:** An example of the relevance of social media for Lirrwai Tourism was a small campaign undertaken by Adventure Junky in late 2012. The campaign aimed to extend the audience reach and awareness of Lirrwai and achieved the following results:

- Total page likes 1,609
- Audience reach 400,000+ (friends of page fans)
- 74 stories were posted for the month



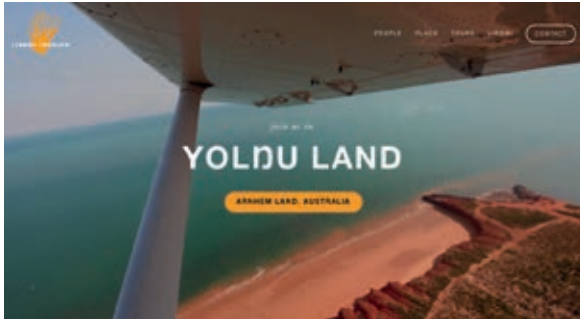
Social media test campaign creative examples  
Tours...the visitor experience on offer

#### Lirrwai...corporate information on Lirrwai

The content is relevant to all target markets and will be the primary source of information for people wanting to find out about a visit to Arnhem Land

<sup>7</sup> Source: United Nations World Travel Organisation, 2012.

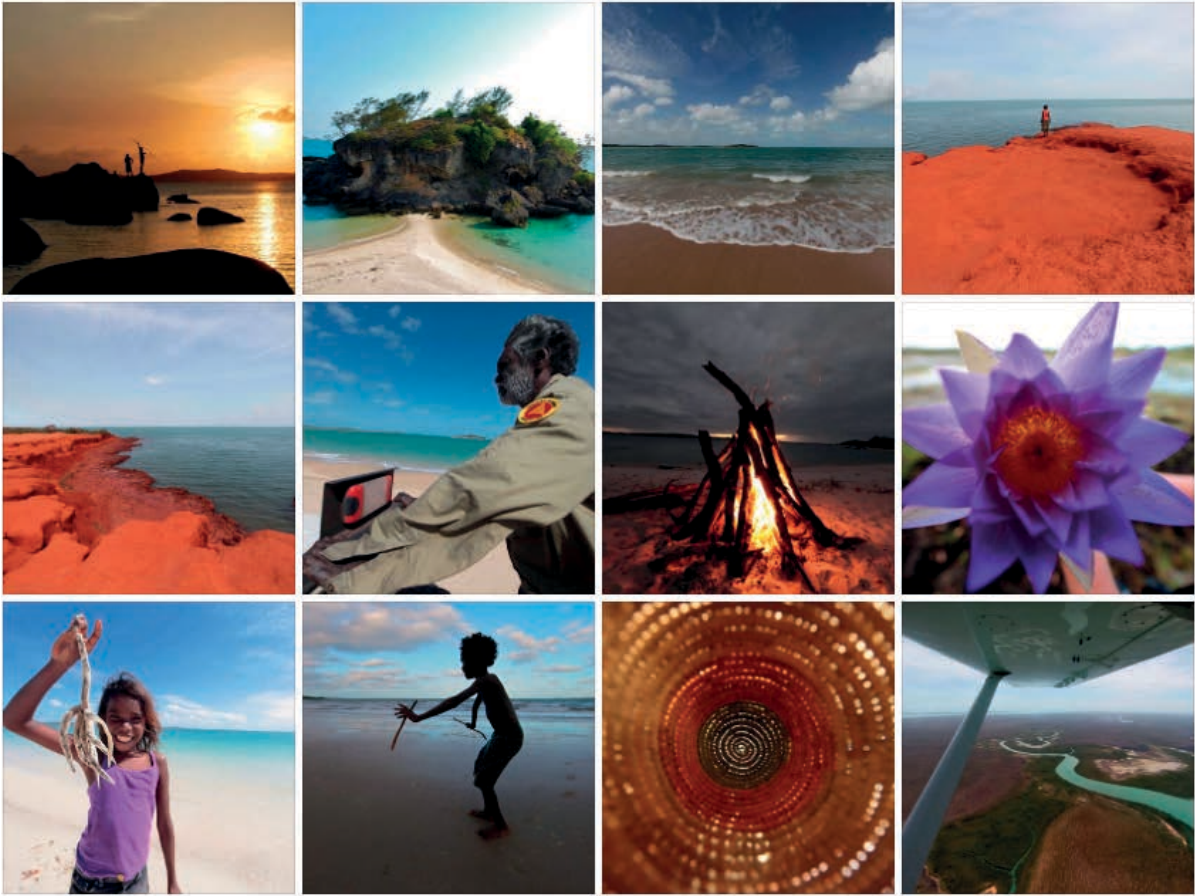
<sup>8</sup> Source: Nielsen's Global Trust in Advertising Survey published October 2012



New Lirwi website homepages

## Breathtaking East Arnhem Land in the Northern Territory

By Australia.com · Updated about 7 months ago



Masato Yoneda, Jon Bakiu, Sadequl Islam and 51,515 others like this. [Top Comments](#)

**Belinda Barrie** I was so lucky to have worked in this area of Australia among the most beautiful people ever.  
116 · 25 September 2013 at 17:17  
6 Replies

**Yoly Melgoza** This pictures look in North Territory?  
54 · 25 September 2013 at 17:18  
Australia.com replied · 16 Replies

[View more comments](#) 2 of 796

Tourism Australia Photo Album social media creative execution

- Introduce Lirrwi Tourism as the gateway to Indigenous tourism in Arnhem Land
- And have Lirrwi regarded as the first point of contact by media on all matters relating to tourism in Arnhem Land
- Promote new tourism product, tours, experiences and businesses
- Engage business audiences to promote cultural awareness programs and opportunities for corporate groups
- Raise awareness of the Masterplan vision and its achievements
- Develop further support for the Masterplan from Yolngu communities
- Develop further support for the Masterplan from corporate organisations and government.
- Manage and respond to issues of media interest such as the Rio Tinto refinery closure
- To link into and support visiting journalists programs through Tourism Australia and tourism NT.

### **Audience engagement**

PR activity is directed towards several key audiences including

- Consumers
- Corporate groups,
- Masterplan partners, current and potential
- The tourism industry,
- The travel trade
- Government agencies,
- Yolngu and other Indigenous communities
- Lirrwi supporters.

### **Target media**

MG Media will target a broad range of media including newspapers, magazines, online, radio, television, local/ NT, Indigenous, travel, trade press, niche outlets and freelance journalists. Among key targets are:

International media will be reached via several avenues including journalists who have expressed past interest in Indigenous tourism, Australian-based correspondents for offshore media, and the visiting media and PR programs of Tourism Australia and Tourism Northern Territory.

### **Social media**

MG Media assists Adventure Junky in its social media activities, providing media releases, media coverage, photography and other communication for adaption and use online wherever possible.

### **Media releases**

Media releases are issued to targeted distribution lists, promoting new developments in the implementation of the Masterplan and the announcement of new product. Topics will include:

- Masterplan - New developments in the implementation of the Masterplan, including new corporate partners, new industry supporters, new appointments
- Product - Announcements on new product including new homeland facilities, new tours, corporate cultural awareness programs and new experiences
- Businesses - Announcements on the establishment of new businesses and the involvement of new communities
- Travel Trade - Announcements on new product relevant to the travel trade, such as new tours, new operators and new wholesale partners
- Events - News from public and industry events such as the Garma Festival and the Mulwat Conference.

Distribution lists are tailored to each release, utilising MG Media's own lists of several hundred mainstream, travel, freelance, Indigenous and niche media as well as the specialist lists of AAP Medianet and TravMedia.

### **PR achievements to date**

- Masterplan Launch: Successful launch of the Tourism Masterplan in June 2012, including press, radio and television interviews. Resulting media coverage included dozens of stories in various outlets, including several ABC radio segments, ABC TV and SBS TV news segments and prominent news stories in The Australian
- Gululu Bukmak Newsletter: MG Media coordinates and writes the quarterly Gululu Bukmak ("come gather round and listen") newsletter for partners, stakeholders and followers, with the assistance of Adventure Junky. Topics are developed with a strong news focus, highlighting achievements by Lirrwi Tourism in the implementation of the Masterplan and product development. Newsletters include regular profiles on Lirrwi individuals, new product, photographs and items of consumer interest.

Three issues of the newsletter have been issued to date. A rapidly growing database of 280 names has been established

- **Mulwat Conference:** MG media relations activity resulted in strong coverage of the first Mulwat Conference in November 2012, including attendance by The Australian writer Amos Aitken and resulting newspaper story, and an ABC radio interview.
- **Message Sticks:** Issue of media release and coordination of media at Lirrwi Tourism's involvement at the Message Sticks Festival at the Sydney Opera House in March 2013, resulting in television news segments on SBS and NITV.
- **Planned Public relations activities 2014-2015**

**Lirrwi brand launch:** Unveiling the new Lirrwi brand and logo, including the new Lirrwi website and stories behind the art and design A small media lunch in Sydney to brief travel trade and travel editors on Lirrwi's new identity and Masterplan progress.

**Brand development:** The story behind Lirrwi's new identity and the unique process used to incorporate Yolngu thinking and tradition in the design, including the work of artist Nongirnga Marawili. For pitch to marketing writers and/or arts writers.

**Multi-Homeland Tour:** Announcing the first Yolngu Dhukarr Multi-Homeland tours, including dates, prices and itinerary details. For media release and issue to travel editors, or potential inclusion in any media lunch to unveil the new brand identity (see also media famils below).

**School principals visit:** A photo story associated with a planned visit by ten private school principals to road-test Lirrwi's school cultural program. For pitch to specific publications (The Age/Sydney Morning Herald/The Australian) or issue generally as a media release.

**Schools visits:** Further potential photo stories associated with individual school visits during 2014, including top-name schools such as Geelong Grammar (Vic) and The Kings School (NSW).

**Fratelli Fresh:** A food story on Fratelli's involvement in mentoring Lirrwi catering operations and development of menus, based around a planned visit in 2014. For pitch to food titles such as the Sydney Morning Herald Good Living section or magazines such as Feast, Delicious or Gourmet Traveller.

**Food bible:** As a potential extension of the above, involve food writers Terry Durack and Jill Dupleix as part of their project to develop an Australian Produce Bible, incorporating Indigenous knowledge and native ingredients.

**Lirrwi success:** Announcements on key achievements, including record visitor numbers, employment achievements, schools hosted, corporations hosted, etc. Timed with financial year results or seasonal yearend.

**Gecko Tours mentor:** A story on the involvement of Gecko Tours in mentoring Lirrwi staff and assisting in product development and operations, for pitch to local/ Indigenous or travel media.

**Training program:** Announcements on progress in the development of a training program, for business/ travel media.

**Homeland Infrastructure Plan:** A design/architecture story on the unique approach of Lirrwi's architectural partners in developing an overarching design philosophy and homeland design plan, based on Yolngu principles and needs. Will be pitched to architectural journals, business pages or mainstream media.

**Risk management Yolngu style:** A business story on the unique approach of Lirrwi's risk management partner in developing the Masterplan. Will be pitched to business pages.

**Corporate cultural awareness:** Stories on major corporations involved in cultural awareness retreats, such as Commonwealth Bank and Telstra, including details on growing visitor numbers and Lirrwi's overall success. For business pages or mainstream media.

**Personal profiles:** Potential for personal profiles on identities such as Djawa Burarrwanga, Waka Mununggurr, Laklak Burarrwanga and Nongirnga Marawili in various columns, such as the 'Midweek Interview' in Travel Today, or the 'Incidental Traveller' in The Australian.

**Garma Festival:** The 2014 Garma Festival may provide opportunities for media famils or media releases promoting any Lirrwi involvement or coinciding tours.

**Mulwat Conference:** Additional news stories for mainstream media or opportunities to invite select media to attend a future Mulwat Conference in Nulunbhuy.

**Media familiarisation visits:** Target media will be invited to visit Arnhem Land to experience tourism businesses first-hand and prepare travel features for mainstream publications. The launch of the Yolngu Dhukarr multi-homeland tours will provide an opportunity to host travel writers from major consumer media. MG will also draw on the assistance of Tourism Australia and Tourism Northern Territory to involve Lirrwi Tourism in the itineraries of visiting domestic and international media.

**Monitoring and reporting:** Media coverage is monitored via a complimentary arrangement with iSentia (formerly Media Monitors).

### **Partnership promotion**

There are many opportunities for cooperative promotion. This strategy will be developed further when the independent group tours are launched and will be an important part of the promotional mix in the future:

- Channel Support: Lirrwi has had early discussions with partners such as QANTAS and Amalgamated Hotels about promoting Lirrwi Tours through inflight magazines, cinemas, and other channels.
- International: Tourism Australia will support Lirrwi as an Indigenous Tourism Champion in promotional activities in Australia and Internationally.
- Australia Tourism Exchange ATE: Consideration will be given towards attending ATE in the coming years
- Tourism NT has recently announced that Arnhem Land is now recognised as a tourism destination in its own right and Lirrwi and Tourism NT have commenced discussion on cooperative marketing. This has been given added impetus because of the announcement by Rio Tinto on closing the bauxite refinery in Nhulunbuy and its negative impact on local businesses that rely on the visitor market, such as motels, fishing operators etc.
- National Landscapes: Discussions have been held informally with the National Landscapes Committee and Tourism Australia about including Arnhem Land in the Timeless North national landscape, a joint program between Parks Australia and Tourism Australia. The Timeless North includes Kakadu National Park and Nitmiluk National Park. However, at this stage it is premature to take this forward, and a considerable amount of (unavailable) resource would need to be applied to the process. No new applications are being received for National Landscapes status. This will be monitored and updated on an ongoing basis.

### **Trade marketing**

Trade marketing will be undertaken on a limited basis, because of the unique nature of the product and the fact that a considerable portion of current business does not come through mainstream distribution channels. Again this is relative only to independent group tours and Lirrwi will be highly selective with whom they develop partnerships. Any trade supplier will be required to comply with the Guiding Principles, and be approved by the Yolngu people with whom they do business. Lirrwi has recently contracted with Territory Discoveries, Tourism NT's trade arm to sell Bawaka day tours as a trial through their Arnhem Land campaign. As other Lirrwi consumer tours with set departures become ready they will be available for sale through this channel on a limited basis. This is an important first step in terms of traditional travel trade distribution of select product. Given Lirrwi's direct relationships with existing customers, the high level of repeat business and the growing importance of social media and online technology it is not envisaged that the traditional travel trade distribution channels will become a significant part of Lirrwi's business.

### **Education engagement**

This market is heavily influenced by personal recommendation, word of mouth and personal contact. Social media and online is also highly relevant to this group particularly with students before and after their visit. The strategic approach is for one on-one presentations to school principals and decision makers. Lirrwi chairman and manager recently made a sales trip to Melbourne and Sydney where they presented to 13 different private schools and university organisations. As a result Lirrwi now has bookings from seven private schools and three university groups as well as a group of private school principals from Victoria. This last group is expected to generate further school group bookings for 2015. Education groups (secondary schools and universities) represent a great opportunity for building long-term relationships and repeat visitation. This personal approach, which has proven to be highly productive in conversion, will also be used in other centres in the future.

### **Corporate engagement**

This market is a significant part of Lirrwi's current business and will continue to be so into the near future. A Lirrwi cultural awareness tour is an ideal vehicle for any company who has a Reconciliation Action Plan wanting staff to experience Indigenous culture. While social media and online are important, this market is most responsive to personal recommendation and presentation. While Lirrwi already has an impressive list of corporate customers, there are many more opportunities in this space. One of the key vehicles for accessing this market is through supplier networks such as Supply Nation, the peak national body representing Indigenous suppliers. Lirrwi is actively pursuing membership to this network in a bid to expose its products to a large and diverse range of corporate customers. This is a powerful and targeted marketing strategy that is perfectly suited to Lirrwi's strategic direction and priority markets.

## What Success Will Look Like

1. Arnhem Land is recognised internationally and within Australia as an exciting new travel destination, with strong brand recognition as the place to visit to have an adventure in culture, experiencing the wonders of the worlds oldest continuous living cultures .
2. By 2032 the annual visitor economy has grown to a level where it hosts more than 14,000 visitors, and generate more than \$10 million in revenue. This figure is based on 10 per cent growth and 5 per cent increase in revenue per anum.
3. At least 75per cent of this revenue stays in Arnhem Land for the benefit of Yolngu people.
4. Over 1,000 people are employed in 50 Yolngu businesses on homelands and in tourism related services such as transport and catering.
5. The tourism season to Arnhem Land is extended from its current 20 weeks to a 36 week season by 2032.
6. By 2032 the Yolngu have shared their culture with more than 100,000 non-Indigenous visitors from Australia and overseas, generating far greater understanding and respect for Aboriginal culture.
7. The environment is cared for and receives no negative impact from tourism development.
8. Lirrwi Yolngu Tourism Aboriginal Corporation is a well managed, self sustaining respected organisation, operating to the highest standards of corporate governance and recognised as a global leader in Indigenous tourism development. By 2032 it aims to be turning over more than \$10 million from its tourism activities.
9. By 2032 more than 1,000 Yolngu people are empowered and motivated through active participation in tourism and are able to develop business skills and knowledge through this process whilst keeping their culture and their country strong.

## Achievements to Date

**Since the launching the Masterplan initiative in June 2012, Lirrwi has already achieved significant progress against each of its seven strategic priorities. While it is still early days, these achievements are impressive; they are indicative of the strong commitment of the Yolngu people and Lirrwi board and staff, partners and the many other organisations that have contributed to the Masterplan and the success of tourism in Arnhem Land**

### Strategic Direction 1: Building strong foundations

- Formed an advisory panel of leading Australian business, academic, tourism, government and Yolngu leaders to advise on the development of the Masterplan.
- Secured the long-term services of John Morse AM, former CEO of Tourism Australia, to advise on the Masterplan.
- Lirrwi achieved accreditation as a tourism business through the Australian Tourism Accreditation Program (ATAP) in January 2013.
- Lirrwi achieved a significant increase in tour sales and revenue: growing from \$30,000 in 2010 to \$500,000 (projected) in 2014.
- Developed robust financial management systems and processes with Jawun secondees and other partners.
- Lirrwi recruited two new Yolngu staff - Arian Pearson as tour coordinator and Waka Mununggurr as a guide-cultural advisor.
- Lirrwi Masterplan Advisory Panel member, Djambawa Marawili, appointed to Prime Minister's Indigenous Advisory Council.
- Commenced an ongoing comprehensive risk management strategy for Lirrwi through Masterplan partner, Ethics Matters.
- Engaged seven Jawun secondees who have worked on a number of projects, primarily in the business plan development and financial areas.

### Strategic Direction 2: Partnerships for success

- Secured a TQual Strategic Tourism Investment Grant (STIG) of \$825,000 through the then Tourism Division, Department of Energy Resources and Tourism, in July 2012.
- Produced a video telling the story of the Masterplan and how important tourism is for Yolngu, to be used in key presentations to partners.
- Secured 13 Masterplan partners with a total contribution of cash and services valued at \$1.95 million over three years, making a total of \$2,775,000 in cash and services.
- Created strong relationships with a wide range of politicians, senior government officials at federal and territory levels, tourism organisations, business, media, local organisations and other leaders to promote and provide support for the Masterplan.

### Strategic Direction 3: Yolngu community consultation

- Delivered the Mulwat Conference in Nhulunbuy in November 2012, which was attended by more than 100 Yolngu people with an interest in tourism, as well as representatives from influential tourism organisations such as Tourism Australia and Tourism NT.
- Developed the Guiding Principles for Tourism in Arnhem Land through a workshop at the conference, as per the instructions of Lirrwi's Yolngu membership.
- Identified the Yolngu value system with the Lirrwi Board, which are used to guide strategies along with the Guiding Principles.
- Undertook a road trip to five Aboriginal communities in North East Arnhem Land in September 2012 to discuss the opportunity in tourism and gain feedback.
- This has been followed up with regular ongoing visits to homelands to discuss tourism, obtain feedback, undertake potential assessments and advise on the startup process.
- Contributed significantly to the East Arnhem Regional Economic Development Committee by providing tourism advice.
- Undertook significant planning activities relating to impacts of the Gove Refinery closure.
- Met with the then future Prime Minister, Tony Abbott at the Garma Festival in August 2013, and presented the Masterplan project to a wide audience of Yolngu, business, political and academic leaders.

## Strategic Direction 4: Homelands destination development

- The number of Yolngu people Lirrwi has paid through its tourism activities since 2010 reached 200, which involved nine homelands and communities.
- Commenced work on the architectural Homelands Visitor Infrastructure Design Plan, which is a key component of the Masterplan.
- Lirrwi is working on Land Tenure for various homelands with the Northern Land Council and Masterplan legal partners, Gilbert + Tobin Lawyers.
- Established three ORIC corporations for homelands with another three underway. This will increase progressively as more homelands join with Lirrwi.
- Developed individual business plans for four homelands.

## Strategic Direction 5: Tour development

- Lirrwi conducted around 30 tours in 2013 including five school groups and five corporate groups, four air touring groups plus numerous private bookings.
- Conducted successful trial of the Yolngu Dhukarr Multi- Homeland Tour (7-day, cultural expedition for independent travellers) in June 2013 and planning for consumer launch in July 2014.
- Commenced development of Women's Tour to be launched late 2014.
- Commenced early planning for other tours e.g. art tours, special interest.
- Received approval in principle from Dhimurru Aboriginal Corporation to conduct day tours on Dhimurru Recreational Areas at Cape Arnhem and other areas close to Nhulunbuy.
- Developed new markets for cruise ships and air touring.
- Developed new visitor source markets and new products for educational tours. These included seven prominent private schools from NSW and Victoria as well as groups from the University of Melbourne.
- Obtained new four-wheel drive bus through grant funding from Northern Land Council.
- Established significant operational capacity through grants, loans and tour revenue to enable Lirrwi to mount major tours in remote areas.

## Strategic Direction 6: Training and learning

- Commenced a tourism training strategy with Avana Group and Workforce Futures to address training needs of Lirrwi staff and homelands proponents.
- Met with Andrew Forrest as part of the Australian Government's Indigenous Employment and Training Review in Darwin and in Yirrkala.
- Commenced intensive tour operations mentoring program with Savannah Guides Ltd through funding from Indigenous Business Australia.
- Secured the services of leading Sydney chef from Fratelli Fresh to advise on menu development and training for Yolngu guides.

## Strategic Direction 7: Promoting Arnhem Land

- Achieved significant national publicity on the Masterplan launch and follow up stories through partner, MG Media.
- Lirrwi was accepted into Tourism Australia/IBA Indigenous Tourism Champions Program (ITCP).
- Developed a new brand and website for Lirrwi with Masterplan partners, Adventure Junky.
- Developed a quarterly newsletter for Lirrwi that goes to a wide range of supporters and stakeholders through partner, MG Media.
- Participated in the Message Sticks Festival at the Sydney Opera House in March 2012 to promote Arnhem Land.
- Lirrwi has been instrumental in advising Tourism NT to treat East Arnhem Land as a destination in its own right. This has resulted in significant targeted marketing activities by Tourism NT for the region.
- Commenced development of PR Strategy through MG Media.
- Commenced development of social media strategy.

# Key Actions for Masterplan Strategies 2014-2017

## Strategy 1: Foundations

### Actions

- Develop detailed financial planning models which include financial forecasting for operations, tours and market development, and cash flow management.
- Achieve operational financial stability by end 2017 through best practice financial management, increasing annual revenue to approximately \$1 million through tours and other income streams.
- Seek government support to address market failure in relation to cost of destination development such as infrastructure, training and product development. This will be the key rationale for Lirrwil's applications for major project funding towards Masterplan activities.
- Build further capacity in Lirrwil Board of Directors through targeted governance training and position Lirrwil as a benchmark for Aboriginal corporate governance.
- Instil strong organisational culture in all Lirrwil staff through good leadership, ensuring everyone is engaged and motivated.
- Ensure all staff receives appropriate training and mentoring on an ongoing basis.
- Build staff resources to meet the demands of an increased operational demands and a growing organisation utilising the workforce development plan.
- Ensure Guiding Principles for Tourism are adopted and adhered to across all areas of Lirrwil activities.
- Implement risk management policies and procedures throughout the business.

## Strategy 2: Partnerships

### Actions

- Renegotiate existing Masterplan partnerships for a further three years to ensure Masterplan activities receive the same high quality level of support through to 2017.
- Secure two new Masterplan partnerships for financial support and investigate potential partnerships for business services relevant to the Masterplan.
- Develop a consistent program of partnership benefits including positive publicity, acknowledgement in all Lirrwil activities, cultural experiences etc.
- Build strong relationships with key Indigenous funding organisations (ILC, IBA and ABA) to support significant development activities.
- Achieve membership of Supply Nation to gain increased access to access to Australian businesses to further develop cultural awareness tours.

## Strategy 3: Community consultation

### Actions

- Schedule follow up visits to homelands and communities and build relationships with Yolngu and commence tourism development.
- Conduct ongoing and detailed consultation with relevant homelands on Homeland Infrastructure Design Plan.
- Circulate Masterplan to wide audience for feedback.
- Use Gululu Bukmak newsletter to drive engagement with wider 'community' and elicit feedback.
- Plan follow up Mulwat Conference, preferably on country - possibly combined with a Savannah Guides School

## Strategy 4: Homelands

### Actions

- Establish corporate structures, bank accounts and business plans for six participating homelands with assistance from Jawun secondees.
- Secure funding support from various organisations towards the Homeland Infrastructure Plan.
- Develop Memoranda of Understanding with participating homelands. More formal Service Agreements will be necessary once land tenure and infrastructure is in place.
- Obtain land tenure for six homelands through the Northern Land Council. Develop visitor infrastructure in six homelands.
- Create 100 regular seasonal jobs across eight homelands by 2017.

## Strategy 5: Tour development

### Actions

- Ensure Lirrwi is appropriately resourced with people and assets to deliver on tour commitments.
- Develop and implement robust systems around tour preparation, transport, camp management and catering.
- Work closely with homelands on experience development.
- Finalise and implement risk management policies applicable to tour operations
- Elicit customer feedback via direct means (email questionnaire) and non direct (TripAdvisor/Facebook) and act upon feedback.
- Develop and launch independent group tours such as Yolngu Dhukarr Multi-Homeland Tour, women's tours, art tours and fishing tours.
- Extend season from May to September (20 weeks) to April to November (32 weeks). This will be achievable within 3-5 years due to greater market awareness and the introduction of new infrastructure.

## Strategy 6: Training

### Actions

- Finalise training strategy and deliver appropriate training for all Lirrwi staff.
- Secure government support for training programs on an ongoing basis by linking training to creation on real jobs for Yolngu.
- Implement business development program for key Yolngu tourism business involving study tours to other more developed Indigenous destinations such as Kimberley Region.
- Undertake training on homelands focusing on governance, financial literacy, interpretive skills for tour situations and developing a better understanding of the culture and behaviour of their visitors.

## Strategy 7: Promotion

### Actions

- Position Arnhem Land in Australia as the place to have an extraordinary Indigenous cultural experience through targeted effective promotional programs.
- Utilise the Tourism Masterplan as a powerful communication piece to secure government support and corporate clients.
- Implement annual targeted sales visits to key capital cities for corporate and educational group markets.
- Build the Arnhem Land and Lirrwi brand through online (website and social media) and third party means such as Indigenous Tourism Champions Program and partnership marketing activity with Tourism Australia and Tourism NT.
- Pursue PR opportunities with key travel/lifestyle media via state tourism organisations or directly through MG Media.
- Develop relationships with selected travel trade distribution partners including trial attendance at Australian Tourism Exchange (ATE) and potential participation in G'day USA.

## Lessons Learnt

### Business

- A critical success factor is that any long-term business development strategy is owned and driven by Aboriginal people.
- The recognition of culture, customs, local law and value systems must be a foundation, which is defined and used in every aspect of business development, from risk management to brand development.
- Market failure is a big factor in an organisation such as Lirrwi, which has embraced a role far beyond that which any private sector business would entertain (such as destination and product development). This role requires government assistance in the short-term until the organisation can become self-sustainable.

### Corporate partners

- There is a high level of corporate goodwill in Australia channeled towards making a contribution to Indigenous economic development through provision of expertise advice and support. This applies equally at the personal level as at the corporate level. There are many companies that have completed Reconciliation Action Plans under the guidance of Reconciliation Australia, and are actively looking for worthwhile projects to be involved in.

### Community consultation

- Community consultation is an essential component to ensuring that tourism remains a sustainable industry in Arnhem Land and is a fundamental (and at times costly) part of any strategy implementation.

### Destination development

- It is important to undertake development and progress on a timescale that both acknowledges and respects culture.
- Land tenure for homelands is a major barrier to funding and involves significant work to obtain Section 19 LUA through the Northern Land Council.

### Product development

- Sorry business can have an impact on tour delivery and requires allowances and provisions to accommodate this, both for homelands and visitors.
- Operating in a remote environment is high cost and considerably more expensive than urban or rural areas.
- Seasonality is a major issue and is likely to remain so. Other revenue streams or markets are needed between November to March. There is a parallel with the skiing industry in this regard and is a factor in the high cost of a holiday.
- It takes quite a long time to develop and promote products for the independent travel market. Lirrwi has concentrated on developing the educational, corporate, and special interest markets as a priority. These group markets are typically high yield and ideal for building capacity.

### Training and learning

- Indigenous people in remote areas have extensive prior learning through culture, experience and history. This must be identified and incorporated into any learning/training programs.
- Aboriginal boards do not have a high level of understanding of the role and responsibilities of boards or corporate governance: training is critical.
- A workforce development plan is an essential prerequisite to the development of a training strategy.

### Promotion

- Traditional mainstream marketing approaches are not cost effective or appropriate in reaching Lirrwi's core target markets. Customised approaches using the advocacy of social media, targeted public relations, partnership marketing programs and personal presentations to key decision makers are more effective promotional options.
- Success will require a long-term commitment to building brand awareness of the destination, the homelands product experience and Lirrwi's role in the development of Yolngu tourism in Arnhem Land.

## Sharing the Knowledge

---

A considerable amount of intellectual property knowledge has been accumulated in the process of developing this Masterplan and is the exclusive property of Lirrwi Yolngu Tourism Aboriginal Corporation. It cannot be used or reproduced without prior written permission from Lirrwi. However, Lirrwi is willing to share information and learning with other Indigenous Corporations who wish to develop a regional tourism strategy.

**Please contact Matt Grooby at [info@lirrwitourism.com.au](mailto:info@lirrwitourism.com.au)**

## Our Thanks

This Masterplan could not have happened without the direction and support of the Yolngu people who have a profound passion for creating a new future through tourism, on their country and on their terms. Lirrwi also appreciates and thanks the many businesses, individuals and government agencies that have been so generous in contributing their time, energy and financial support to help make the Tourism Masterplan become a reality.

From the chairman, board and staff of Lirrwi, thank-you all for sharing our vision.

Manymuk!

First published in Australia in 2014 by Lirrwi Yolngu Tourism  
Aboriginal Corporation

Copyright © 2014 Lirrwi Yolngu Tourism Aboriginal Corporation

Yolngu Tourism Masterplan developed by:

Matt Grooby, Lirrwi Manager

John Morse AM, Masterplan Advisor

Strategic Consultant:

Catriona Fraser, Fraser Marketing and Communications

Design and production:

Stephen Smedley and John Harber, Tonto Design

Lirrwi Yolngu Tourism Aboriginal Corporation

Telephone: 08 8987 2828

Postal address:

PO Box 1695

Nhulunbuy

NT 0881

Street address:

84 Galpu Road

Yirrkala

NT 0881

email: [info@lirrwitourism.com.au](mailto:info@lirrwitourism.com.au)

[www.lirrwitourism.com.au](http://www.lirrwitourism.com.au)

