

# Tarntipi Homelands Aboriginal Corporation

Strategic Plan 2022 to 2025



Sharyn Innes Consultancies Pty Ltd

# STRATEGIC PLAN 2022 TO 2025

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Photographs by Nicholas Walton-Healey [hello@nwhphoto.com](mailto:hello@nwhphoto.com)

## 1 Vision, Purpose, Mission and Ethics Statements

### 1.1 Vision

Build Aboriginal self-determination and promote cultural awareness through an authentic and participatory bush camping cultural experience.

### 1.2 Purpose

- To make culture strong and alive
- Facilitate personal and professional development through an authentic and participatory cultural experience
- Fostering inter-cultural exchange and increased understanding of Tiwi culture
- Develop and deepen connections to the land, sea and ancestral life.

### 1.3 Achieving our purpose

- Deliver Tiwi culture in a culturally appropriate environment
- Work with agencies and others to promote the cultural site for workshops and other activities
- Work together to operate workshops and other activities which generate income
- Work together as a family to promote the cultural camp
- Getting several different incomes from different wet season activities and merchandise
- Accessing training and assistance through local organisations
- Employ several contractors to assist with administration, book keeping and mentoring.

### 1.4 Our Ethics

- Always be true to Tiwi culture
- Respecting and caring for country
- Being true to our shared vision
- Being clear in our business dealings
- Being fair to all.

### 1.5 Statements

Tarntipi Bush Camp is about fostering authentic and genuine inter-cultural relationships. It is also about building Aboriginal self-determination and promoting Tiwi culture and cultural awareness through an authentic and participatory camping experience. Tiwi families enjoy sharing with visitors the experience of being on country Tiwi way.

## 2 Tarantipi Homelands Aboriginal Corporation Governance

The Corporation was established in 2014 and meets its requirements as a corporation under the registration with the Office of the Registrar of Indigenous Corporations. The Corporation has 33 members and meet several times a year to receive updates on progress. The Corporation has 10 directors who meet four times a year to discuss a range of topics associated with the operation of the Corporation.

## 3 The Bush Camp

### 3.1 Location and facilities

The Corporation has existed for seven years and from the beginning they have had a vision to operate a bush camp and that would welcome visitors and provide them with a genuine Tiwi Cultural experience. Tarntipi Homelands Aboriginal Corporation undertook the appropriate negotiations and successfully secured a 10 year lease in place (signed 2017) on a parcel of land which has strong cultural ties for Teddy, Teresia and the family. For the past five years Teddy with the assistance of others has slowly developed the bush camp infrastructure as funds have become available.

The bush camp is a leased area covering approximately one hectare located approximately 15 minute drive from Wurrumiyanga. Fifteen minutes walking time from the beach and 20 minutes walking time from the Tarntipi Water Hole. The bush camp provides an ideal venue for the delivery of cross cultural training. The bush camp has the following infrastructure:

- Quality tents with mattresses, sheets and pillows
- Two shipping containers for storage of equipment, maintenance tools, bedding and tents during the quiet times
- A one room building with a fridge, washing machine, table, food storage and solar battery storage location
- Two pit toilets and two bush showers with cold water
- Solar panels sufficient to power the camp with battery storage
- Several bush shelters for large groups (being rebuilt)
- Water storage tank
- Bush kitchen
- Landcruiser vehicle for transfers.

### 3.2 The Experience

The experience provides Tiwi and non Tiwi people with the opportunity to learn more about Tiwi and Aboriginal culture. Over three days visitors will learn about Aboriginal and Tiwi culture, experience living in the bush and connecting with nature and learn more about the landscape, the animals and the stories that are embedded in culture. Visitors learn much about the Tiwi way.

Visitors will also have the opportunity to visit Tiwi Designs, Bima Wear, the Church and the Museum and potentially other locations can be arranged.

Visitors are asked to self cater for the two nights and three days, a fridge is available for storage of fresh food and visitors are encouraged to bring their own main meal to cook around the fire. Cooking is over an open fire.

The three day dry season experiences can be summed up in the following statements:

- An immersion experience for groups between four and twelve.
- Cultural exchange experiences for schools and professional groups – between eight to 16 people sleeping under the shelters
- Back to Tiwi Culture experience for Tiwi people – families of young “at risk” people and Tiwi Schools
- Cultural Workshops – covering weaving and bush medicine groups of up to ten. Local weavers will be engaged for this workshop.

Year round income stream

- Short tours - Walking tours for those arriving by Ferry – casual staff
- Cross Cultural courses for ‘in classroom’ half day workshops from October to March.



## 4 SWOT Analysis

Strengths	Weakness
Teddy and Teresia are culturally strong and knowledgeable	Reliance on Teddy and Teresia to do both the cultural work and the camp work
The 3 days are an experience and not a tour	Lack of cooking facilities which are safe
Close to the beach and the lagoon as part of the experience	Minimal cold storage for visitors
Sense of arrival – gravel road and dirt road - remoteness	Minimal shelters available for hot times during the day
True connection to the landscapes and culture	Lack of a good water supply
Strong feed back from private school groups	Minimal bookings
Island community sense of remoteness and curiosity of visitors	Unable to cater for public school groups due to inherent risks
Book keeper and casual tour coordinator employed	Access to the internet
Land, sea, people links	Lack of back up to Michael to do administration, quotes and bookwork
Genuine nature of the product	Few services in the area – power, water
Ease of access from Darwin compared to other experiences	Visitors' unrealistic expectations
Natural experience	Key people risk in relation to Teddy and Teresia
Engaging Tiwi people	Reliability of Tiwi staff
	Casual workers can get Centrelink funds no need to work
	Financial sustainability
	Camp development funds difficult to generate with small groups numbers
	Lack of casuals due to drugs and gambling on cards

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Opportunities	Threats
Diversity of product offering in a three-day option	Change in government policies around grants, and operational procedures
Training of family members through new offerings	Length of lease limiting potential investment
Clarification and focus on three-day experiences	Break ins and local lads shooting and making noise at night
Improved job descriptions	Fire damage to the property
Co funding from family to generate some cover costs	Cyclone damage to property
Ensure the site is well cared for and presented as per photos	COVID shutdowns
Improve descriptions of experience to ensure visitor expectations	Lease not being extended
Volunteers to help with site development	
Philanthropic funds to assist with site development	
Improve sustainability through school visits, and specialist experiences i.e., weaving, bush medicine and private school visits	
Ability for Teresia and Teddy to live on site and improve security	
New income streams through walking tours in town and Cross-Cultural programs in the wet season.	

### 5 Government Policies

Commonwealth's and NT Government Closing the Gap Implementation Plan has a wide range of outcomes and targets to be achieved in the life of the plan. There are a number of activities which the Camp undertakes which align with a number of the outcomes and targets within the plan.

- Tiwi Cultural Induction programs will assist in reducing racism for those non-Tiwi who are working or undertaking contracts on the Tiwi Islands
- The ability to reconnect at risk youth and families with their culture through three-day cultural immersion courses.
- The three-day courses specifically design for school students assist with creating an understanding of Culture and language, reducing racism and making local Tiwi Culture stronger through understanding
- The specialist weaving and bush medicine courses will reintroduce Tiwi and non-Tiwi participants to ancient Tiwi cultural techniques and language.

Tarntipi has the ability to work with primary school, high school, and adults of all ages to improve their knowledge of Tiwi culture and the traditional methods of weaving, living off the land and medicine.

#### 5.1 Everyone Together Strategy 2019 – 2029

##### 5.1.1 Overview

The Strategy was developed out of a need for a new model for Aboriginal engagement. True engagement will help in Closing the Gap. There needs to be a mutual understanding of how to heal, mutual respect and true engagement. This can only be achieved if the non-Aboriginals understand the basis of Aboriginal culture, language and the connection to landscapes and sea. Each area has subtly different cultural law and ways of engagement. To achieve the outcomes of the Strategy, there needs to be understanding of culture and many of the aspects surrounding a community's cultural being.

##### 5.1.2 Respect

True respect can only come out of understanding.

- Respect traditional authority and governance systems by working with and being guided by local Aboriginal elders and leaders.
- Methods of engagement are place-based to suit local needs, languages, timeframes and cultural protocols

##### 5.1.3 Engagement

Engagement methods when dealing with each region within the Northern Territory differs according to their culture, language, land and seascapes.

- Communication with stakeholders is effective and ongoing.
- That new ways of engagement are established, maintained and based on trust.



## 5.1.4 Outcomes

Tarntipi, through the deliver of 3 day On Country, off the grid, cultural courses and the ½ day Darwin based Tiwi Induction Courses can pave the way for people involved from a range of Government Departments, Non-Government Organisation and individuals to gain the base level understanding they will need to engage meaningfully to achieve the “Everyone Together Strategy” and the “Closing the Gap Implementation Plan for both the Commonwealth Government and the Northern Territory Governments”.

*‘The Territory, the nation, needs a new direction – new relationships recognising Aboriginal culture, languages and lore as fundamental to our identity, our strength, our past, our future.’ The Chief Minister, Barunga Statement, June 2018.*

## 6 Product Range

### 6.1 Product selection

The following is a list of the different experiences available from Tarntipi. All “On Country” experiences are “Off the Grid” experiences. Participants are welcomed either at the Airport or the ferry and transferred to the Bush Camp either by four-wheel drive or a small coaster bus (depending on the number of participants). Participants live in tents or can sleep under the bush shelters, cooking is undertaken by the participants, a fridge is available for storage of food.

These experiences are all delivered in a cultural environment where participants are encouraged to experience a slower way of life, to learn and become immersed in a special cultural experience. Whether collecting and learning about bush foods, collecting raw material for weaving or learning about bush medicine or the strong cultural environment of the Tiwi, participants are encouraged to ask questions.

By arrangement participants can visit other areas on the Island, including a fishing area, Tiwi Designs, Bema Fabrics, the Museum and the Church or local stores. Participants leave with a greater in-depth knowledge of Aboriginal culture.

Product	Description	Cost
Cultural Experience 3 day On Country Experience Tented Accommodation	Groups of six to ten will live in tents, cook on open fires and learn about Tiwi culture and sign language. Participants will learn about traditional skin groups and a range of topics which will assist them to function effectively on the Tiwi Islands. They will discuss clan groups, and significant ceremony times and cultures. They will walk through the bush, learn about the general environment on the Tiwi’s, join in fishing and swimming activities.	\$420 per person plus bus hire and entry to attractions

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<p>Weaving 3 day On Country experience Tented Accommodation</p>	<p>Groups of six to eight will live in tents, cook on open fires and learn traditional weaving techniques. Participants will gather the raw product, learn how to dry, dye and do basic weaving techniques. They will also learn about traditional bush foods as part of the process.</p>	<p>\$460 per participant  Plus, bus hire for transfers and entry to attractions</p>
<p>Bush Medicine 3-day On Country experience Tented Accommodation</p>	<p>Groups of six to ten will live in tents, cook on open fires and learn about traditional medicines. They will walk with Teddy or cultural educators through the bush, down by the sea and the lagoon and explore traditional herbs and medicines. They will in camp learn to prepare mixtures which have been used for 1000's of years to cure illnesses.</p>	<p>\$420 per participant  Plus, bus hire for transfers and entry to attractions</p>
<p>School three day On Country experience Bush Shelter and Tented accommodation</p>	<p>Groups of up to 14 can be catered for under a bush shelter. Students will learn about Tiwi culture, about family relationships, bush food and medicines, hear many different stories about that link to Indigenous Culture. With teachers, they will experience life in the bush cooking around an open fire, night time stories.</p> <p>Transport is arranged through the hire of one of the Islands buses. Students can visit the church, Museum, the local shops, Tiwi designs, and several attractions on the Island. They will experience swimming in a lagoon and line fishing in the sea.</p>	<p>\$380 per student plus bus hire, and entry to attractions</p>
<p>½ day Island Walking tour</p>	<p>Participants are met at the Ferry at approximately 10:30. Participants have contact number. The guides will walk with the participants around the main town area visiting Tiwi Designs, The Shop and Takeaway, The Museum, the Church and Surrounds plus Bema Wear if open and gain a general understanding of life on the Islands.</p>	<p>\$350.00 per couple</p>
<p>½ day Cultural Induction Workshop</p>	<p>The workshop is held at the client's premises with refreshments supplied by them. Teddy will supply a printed booklet. Participants will learn about clan groups, marriage taboos, critical ceremonies, spoken and sign language, and key aspects which relate to working and living on the Tiwis. Session lasts approximately 3.5 hours.</p>	<p>\$2400 maximum 10 participants</p>
<p>Merchandise</p>	<p>There is a range of merchandise including frame photography, post cards, caps and other items. These are for sale on the Website or direct from the Administration Officer or the Mentor Tour Guide.</p>	
<p>Gallery and Cultural Events</p>	<p>Teddy has formed a partnership with a talented photography/tour guide who has a wealth of unique photos taken on the Island and in and around Darwin. Together they</p>	<p>Promotional events, merchandise on sale.</p>

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are exploring several exhibitions which will promote Tarntipi Bush Camp and their products in addition to the unique and special photos taken by Nickolas.



## 7 Strategic Directions

### 7.1 Overview

The Strategic Plan was developed over a period of three sessions with Teddy, Teresia and members of the family, with the casual tour guide and with the Administration Officer. A range of entities and people were contacted during the development of this plan and their input integrated into the plan.

### 7.2 Implementation of the Strategic Plan

Tarntipi will develop an Action Plan with timelines and responsibilities to implement the Strategic Plan. All employees of Tarntipi including part time or casual employees will have a role in ensuring the plan is implemented. The contract employees, the book keeper, the Administration Officer and the mentor tour guide all have a role also.

<b>Objective One</b>	<b>Continually improve the Governance and operation of the Corporation</b>
	<b>Strategy One</b> Report yearly to ORIC and to the members at the AGM
	<b>Strategy Two</b> Gain training for the younger members of the Corporation in Governance rules and the rules of the Corporation
	<b>Strategy Three</b> Ensure all compliance and licencing requirements are understood and met
	<b>Strategy Four</b> Review and enhance the Policies and Procedures of the Corporation
	<b>Strategy Five</b> Improve the Human Resources duty statements to ensure clarify around the number of causal people employed and their duties.
	<b>Strategy Six</b> Review and enhance the camp site procedures and train family members
	<b>Outcomes</b> <ul style="list-style-type: none"><li>• Corporation complies with ORIC and ATO requirements</li><li>• Bush Camp and other operations comply with relevant legislation and regulations</li><li>• Policies and procedures reviewed with Risk Management issues being embedded in procedures</li><li>• Clear duty statements for casual workers which are easily understood and implemented.</li></ul>

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<b>Objective Two</b>	<b>Enhance the Financial viability of the Corporation through year-round activities</b>
<b>Strategy One</b>	Improve the diversity of income streams throughout the year through events, special courses, cultural training and tours and merchandise and other incomes
<b>Strategy Two</b>	Provide training for members on the financial position of the Corporation at each meeting
<b>Strategy Three</b>	Develop a yearly budget which provides a guide for the Board
<b>Strategy Four</b>	Increase the sale of merchandise and photos, through specific event promotions
<b>Strategy Five</b>	Undertake a risk site analysis to improve general site safety
<b>Strategy Six</b>	Improve the diversity of income streams through increase experience and product offerings year-round
<b>Outcomes</b>	<ul style="list-style-type: none"><li>• More diversity of income streams throughout the year</li><li>• quality training delivered to locals on specialist cultural activities</li><li>• More local employment generated through casual guides and presenters</li><li>• Greater understanding of Corporations income and expenditure by members</li><li>• Budget set and income and expenditure monitored</li><li>• Full site risk assessment completed and recommendations implemented</li></ul>

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<b>Objective Three</b>	<b>Improve the general skills and knowledge of members to assist in the day-to-day operation of the bush camp</b>
<b>Strategy One</b>	Improve the general knowledge of members to assist through additional structured training opportunities
<b>Strategy Two</b>	Provide an extra position at each of the specialised programs for family members to learn traditional skills
<b>Strategy Three</b>	Engage a part time tour guide to mentor family and community members to deliver experiences
<b>Strategy Four</b>	Join appropriate organisations to gain knowledge, skills and contacts
<b>Outcomes</b>	<ul style="list-style-type: none"><li>• Members gain specialist cultural knowledge through programs offered</li><li>• Training program developed, funding sources and training delivered</li><li>• Funding gained for a part time mentor/tour guide engaged and knowledge of members improved.</li></ul>

<b>Objective Four</b>	<b>Improve the Bush Camp Infrastructure to enable the camp to function effectively for groups</b>
<b>Strategy One</b>	Renegotiate the Tarntipi Lease with the Tiwi Land Council over the next two years
<b>Strategy Two</b>	Improve the shade shelters to cater for school groups and group sessions
<b>Strategy Three</b>	Improve the water supply and site security
<b>Strategy Four</b>	Enhance the native bushland in the vicinity of the camp through the addition of bush tucker and medicine plants
<b>Strategy Five</b>	Review the job descriptions to ensure site maintenance and safety check is under taken regularly

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### **Strategy Six**

Improve the kitchen and cooking area to enhance the visitor experience and ensure the camp is safe to use and install and additional shelter, shower and toilet area for staff only.

### **Outcomes**

- Additional bush shade structures constructed over the kitchen, for learning and sleeping spaces
- Bore water connected to kitchen, bathrooms, laundry spaces
- Bush Camp area is more defined and risks removed
- Improved cooking and catering area safety and usability improved
- Enhanced diversity of native plants in the landscape near the camp

### **Objective Five Market the Tarntipi experiences and services to locals and visitors in a manner which sets clear expectations.**

#### **Strategy One**

Develop simple clear statements on each of the experiences, on the ½ day tours and on the Cultural Induction Courses

#### **Strategy Two**

Define target markets clearly for each experience and determine the most cost-effective manner of informing the potential users of the experience including contacting special interest groups

#### **Strategy Three**

Form partnerships with Non-Government Organisations and Not for profit organisations to assist in promoting the various experiences

#### **Strategy Four**

Review and upgrade the website, tour information and face book and other social media mediums to reflect the experience to ensure visitor expectations are met.

#### **Strategy Five**

Develop a list of groups and contact details and people to send information to on new experiences, events and programs

**Outcome**

- Statements created and uploaded to website and social media
- Existing Program Experience information reviewed and improved to explain bush camp and experiences
- Social media program developed to promote specialist experiences and events
- Links to Tiwi Island general information websites
- List of potential visitors and organisations for Induction course developed and promotions implemented.