

# STRATEGIC BUSINESS PLAN 2024 TO 2027

MAY 2024



CHRISTINE SLATTERY

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## 1 Executive Summary

Teddy and Teresia Portaminni have been operating the TARNTIPI HOMELANDS ABORIGINAL CORPORATION and the operation, Tarntipi Bush Camp for 10 years. Since the initial set up they have, with the assistance of volunteers and grants, developed the bush camp in stages. Their last Strategic phase saw most of their goals realised, however covid interfered with some of their product and promotion plans. The recent phase was one of great infrastructure achievement, partnership strengthening, rebuilding and overcoming the impact of covid. Now a phase of **transition, growth and leverage awaits**.

Tarntipi Bush Camp have trialled a range of experiences and now have a formula of a three-day experience which is financially viable and able to be operated effectively. This combined with new walking experiences, photography courses use of the site for Tiwi Induction courses, team meetings and on country experiences will give a mix of experiences to allow revenue growth.

The business has demonstrated itself to be a successful Aboriginal tourist operation. They offer a unique Tiwi experience that is “off the Grid” and has a true feeling of remoteness. Participants are encouraged to ask questions, slow down, study their surroundings and listen to the stories of culture that are told around the campfire, over a damper and tea and just sitting in the bush or down by the sea. It plays an important role for Tiwi people as it is a site for them to connect to their cultural heritage.

Over the past 3 years the business has improved the infrastructure, there is running water available, improved shelters for school groups and an improved cooking and kitchen area. There are plans in place to do onsite infrastructure developments outside the laundry area and plumbing upgrades with funding from NTAIC. Following lots of work, the Lease has recently received approval from the NTG to develop a lease in excess of 12 years, in accordance with section 53(a) of the Planning Act 1999, subject to the conditions specified on the successful Development Permit DP23/0121.

The experiences have a special appeal to school groups, in 2023 a total of over 130 visitors have included 3 schools – St Ignatius College Sydney, Brighton Grammar Melbourne, O’Loughlin College Darwin. Other groups include a mix of families and staff from local services. Tiwi families and children are involved learning culture from elders. The business employed around 12 Tiwi people as casual staff across the season.

Other groups that enjoy the experience are parents who want to reconnect with their children, to Tiwi and non-Tiwi people who want to learn more about the Tiwi culture and traditions. There is further opportunity to have the site used by corporate leaders, agencies, NGOs and government representatives for meetings, cultural inductions, planning sessions allowing the site to be leveraged further. The international tourist market will be targeted through a photography course offering unique access to exposure to both place and people that would otherwise be inaccessible.

Over the next three years a Human Recourse transition plan will be acted upon to improve capability of family members ensuring an enduring offering of the cultural experience that makes Tarntipi Bush Camp an in demand and important offering to the Aboriginal tourist landscape on offer in NT and Australia.

We aim to make use of the site improvements, website, photographic assets and knowledge the lease is in place for many more years to have sustainable income offsetting our costs.

The upcoming transition of duties from Teddy and Teresia presents opportunity to have the next generation continue the family legacy of TARNTIPI HOMELANDS ABORIGINAL CORPORATION (THAC) and look at ways to ensure Tarntipi Bush Camp endures.

The financial modelling is based on an increase in experience activities of around 10% per year. In the first full year of this plan, the income is expected to be at breakeven levels with total expenses in the region of \$140,000 including the land development application and survey of \$20,000 for the expanded lease.

During the second financial year the income is expected to be around the \$160,000 conservatively and the expenses will be approximately \$150,000. Carry over balance of funds from the previous year will provide some cash flow for the business during the quiet time.

It is estimated by year three the number of experiences may be able to increase with improved participation of the family in the business operation. The income target is \$176,500 with total expenses being in the region of \$164,000, generating a surplus of \$12,000 approximately in that financial year.

## **2 Vision, Purpose, Mission and Ethics Statements**

### **2.1 Vision**

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

### **2.2 Purpose**

- To make culture strong and alive and enduring
- 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.
- To make Tarntipi Bush Camp sustainable for future generations and a legacy of Teddy and Teresia

### **2.3 Achieving our purpose**

- Deliver Tiwi culture in a culturally appropriate environment to Tiwi people and visitors
- Promote the cultural site and cultural experience for workshops and other activities to agencies
- 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, merchandise and exploration of other opportunities
- Accessing training and assistance through local organisations
- Learn from similar operations and experiences elsewhere
- Employ contractors to assist with administration, bookkeeping, marketing, customer experience and mentoring
- Be vigilant for opportunities to ensure sustainability by listening and taking action
- Ensure financial and operational sustainability through sound financial management and sound operating procedures

## **2.4 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.

## **2.5 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.

## **3 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 Bookkeeper ensures that Australian Taxation requirements are for filled and the Administration Officer ensures that minutes of meetings are recorded and that actions are followed through. The Corporation has 33 members who meet several times a year to receive updates on progress. The Corporation has 7 directors who meet four times a year to discuss a range of topics associated with the operation of the Corporation. An annual General Meeting occurs at the end of each season, usually October.

Grants received over this period have been acquitted in accordance with grant guidelines.

The Corporations Policy and Procedures document along with the site check lists have been reviewed twice in the last two years along with the current review of Job descriptions. A formal risk management plan is being developed to ensure that Tarntipi Bush Camp can identify and minimize any risks in and around the camp area. A sample business risk management plan is part of this document.

## **4 The Bush Camp**

### **4.1 Location and facilities**

The Corporation has existed for 10 years and from the beginning they have had a vision to operate a bush camp 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 signed with the Tiwi Land Trust in 2017. The Lease has recently received approval from the NTG to develop a lease in excess of 12 years, in accordance with section 53(a) of the Planning Act 1999, subject to the conditions specified on the successful Development Permit DP23/0121.

It is on a parcel of land which has strong cultural ties for Teddy, Teresia and the family. For the past 10 years Teddy with the volunteer assistance of others has developed the bush camp infrastructure as funds have become available.

The bush camp is a leased area covering approximately one hectare located approximately 15 minutes 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 delivered to the client or group. The bush camp has the following infrastructure:

- 10 quality tents with mattresses, sheets and pillows
- Two shipping containers for storage of equipment, maintenance tools, bedding and tents
- Lockable outdoor storage area
- A Caretaker Cabin with a fridge, washing machine, table, food storage , solar battery storage, phone and wi fi connectivity
- Two pit toilets
- Two bush showers with running water
- Solar panels on cabin roof sufficient with battery storage to power the camp – (upgrades needed 2030)
- Two large steel covered shelters
- Water bore asset and associated reticulation and plumbing
- Water storage tank
- Out door fully equipped kitchen and secure pantry storage
- Troopy Landcruiser
- Secure storage area between the two containers

- 2 Trailors
- Seating areas with tables and chairs – up to 20 people
- An identified secure key system

#### **Planned and underway**

- Laundry extension to be built by the end of the dry season
- Electric and plumbing work
- Walking trail
- Bike trail

#### **To be planned**

- Bike trail
- Photography editing facilities
- Concreting the storage area ( between the two containers )
- Further shading of kitchen and living areas
- Steel structures for the tents
- Signage



## 4.2 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, look at 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 as a shared experience with the Tiwi family and cook over the fire. Cooking is over an open fire. Ideally the minimum number of people should be four visitors. Maximum 20 visitors.

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

- An immersion experience for groups between four and twenty
- Cultural exchange experiences for schools and professional groups – between eight to 20 people sleeping under the shelters
- Back to Tiwi Culture experience for Tiwi people – families and Tiwi Schools
- Cultural Workshops – covering weaving and bush medicine groups of up to ten. Local weavers will be engaged for this workshop

A schedule will be established at the beginning of each season according to staff availability and capacity/ capability and a budget will be designed to match so that the site can operate at designated capacity each year.



## 5 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 back up for Michael – quotes, bookwork administration, relationships
Close to the beach and the waterhole as part of the experience	Minimal cold storage for visitors
Sense of arrival – gravel and dirt road - remoteness	Internet is not reliable
True connection to the landscapes and culture	Tiwi staff capability, availability, and many demands
Strong feedback from private school groups	Bookings not at capacity
Island community sense of remoteness and curiosity of visitors	Unable to cater for public school groups due to inherent risks
Bookkeeper and casual tour coordinator employed	Access to the internet

Land, sea, people links	Lack of reliable pool ready and trained for casual work
Genuine nature of the product “authentic”	Visitors’ mismatch of expectations e.g. wanting a schedule
Ease of access from Darwin compared to other experiences	Lack of promotion via social networks, database of supporters
Natural experience off technology	Financial sustainability
Engaging Tiwi people	Camp development funds difficult to generate with small groups numbers
Photographic assets to communicate the experience realistically	General lack of diversity of native foliage in the area
Water supply	
Support of other Tiwi agencies, Schools, Catholic Care, TITEB, Land Council	
Ability to access funding through Grants	
Strong support of NT Govt as growth of Aboriginal Experiences is needed to fulfill their strategy	

Opportunities	Threats
Delivery of diversity of product offering in a three-day option e.g. singing, dancing, bush walks, fishing, weaving, bush medicine waterhole and beach visits	Change in government policies around grants, and operational procedures
Identify role transitions for Teddy, Teresia and Michael and allocate family members, then train, employ and instill operational systems	TITEB and Government job funding may not be available beyond 2024
Clarification and focus on three-day experiences	Break ins and local lads shooting and making noise at night
Improved capacity model and schedule of staff	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	Teddy, Teresia and Michaels’ transition not undertaken in a timely way
Improve promotion channels and descriptions of experience via feedback from visitors being gathered	Car being used by unregistered drivers and accident
Additional experiences listed on website	Camp accidents
Volunteers to help with site development and operational improvements. Michael and Nelsina to work on framework and partnerships	Competitor products developed and market diluted
Partnerships with philanthropic e.g. Paul Ramsey Foundation, Santos Foundation Movember, influential corporates and local Tiwi organisations such as TLC, TITEB, Sea Darwin, Sea Link for mutual benefit	Cost of training and transition to increase capability

Improve sustainability through school visits, and specialist experiences i.e., weaving, bush medicine, and private school visits	Lowering of customer experience whilst transition takes place
Ability for Teresia and Teddy to live on site and improve security	
New income streams through walking tours and Cross-Cultural programs in the wet season.	
Planting of a range of diverse traditional plants to reinvigorate the diversity of plants	
Innovations e.g. music in the camp, bushwalks, photography courses, shell jewelry, painting, displays or records of the information e.g. coloring in books, consider augmented reality / videography or a curriculum developed with learning materials to ensure enduring story telling by Teddy and Teresia	
Access to Federal Govt Remote Jobs and Economic Development Program	
Offer photography course for overseas visitors	

## 6 Government Policies

### Federal

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 several activities which the Camp undertakes which align with 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 three-day courses specifically designed 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

NIAA have been a strong supporter and are keen to engage and partner to deliver to their remit including supporting Aboriginal people to self-determination. We look forward to hearing about then activating the new Remote Jobs and Economic Development Program.

Tarntipi Bush Camp works with primary schools, 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.

### **State**

Tourism is a crucial growth pillar for the NT Government to achieve their ambitious growth agenda to \$30 Billion in 2030.

The Northern Territory's Tourism Industry Strategy 2030 has 6 objectives as. One specific focus relates to Tarntipi as NTG looks to "strengthen and showcase the Northern Territory's distinctive Aboriginal cultural tourism experiences".

Implementation of the Strategy will enable Tourism NT to grow relationships with tourism partners like Tarntipi, deliver sustainable experiences for visitors, while fostering a greater understanding and appreciation of the diversity and richness of Aboriginal cultures.

**The ten-year Northern Territory Aboriginal Tourism Strategy** aligns with and supports the efforts and aims to, among other things:

- Lead the development of the sector in partnership with Aboriginal people and operators to deliver cultural and economic benefits for Aboriginal people.
- Develop the skills and knowledge of Aboriginal people and tourism businesses in the sector

Skill and knowledge increases are a focus of this plan as we transition family and other community members into roles of responsibility.

NTAIC were consulted and will meet further – they have provided support for infrastructure.

### **Local Government**

Tarntipi support Tiwi Land Council and Tiwi Regional Council as both are representatives working towards a safe and respectful community. We will seek to understand potential for both organisations role in development of Aboriginal businesses and potential to bolster each other's remits.

The new CEO of the Land Council was not available for input to this plan at this time.

## 6.1 Everyone Together Strategy 2019 – 2029

### 6.1.1 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 people 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.

*“Everyone Together is focussed on Aboriginal families, children and communities. It reflects the importance of ensuring that people and place are at the centre of government policy design and service delivery and that people are empowered to determine their own futures. The strategy recognises the critical importance of language, culture and connection to country to Aboriginal Territorians, and it acknowledges how these elements are integral to individual and community capacity to engage in society. The strategy’s three guiding principles of Healing, Respect and Engagement illustrate the need for the NT Government to improve the way we engage, do business, partner and work with Aboriginal Territorians.*

*Living Essence 2030 – Northern Territory Aboriginal Tourism Strategy – the NT Government is committed to developing a sustainable Aboriginal tourism sector over the next 10 years that will focus on strengthening the five pillars of ‘living’: cultures, communities, lives, spaces and interactions. These pillars will be key to promoting new tourism opportunities within the Territory to share its beauty with each other and our visitors. Source: “Everyone Together Strategy 20-19 2029.*

The Strategy highlights the following outcomes.

### 6.1.2 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.

### 6.1.3 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.

### 6.1.4 Outcomes

Tarntipi, through the delivery of three day On Country, off the grid, cultural camps 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”.

## 7 Strategic Directions

### 7.1 Overview

The Strategic Plan was developed over a period of 4 months and funded as part of Tourism NTs strategy to develop Aboriginal Three sessions with Teddy, Teresia and Board members of the family, staff and with the Administration Officer. Other entities and people were contacted and met during the development of this plan including, Tiwi Designs, Tiwi Island Regional Council, Tourism Top End, Tiwi Enterprises, TITEB, Sea Link, NTAIC, NIAA, School Groups, past participant of the experience, Catholic Care, NT Government representatives in Office of Aboriginal Affairs, DITT and NT Tourism representatives, Schools and others in the tourism industry.

### 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 bookkeeper, the Administration Officer and the mentor tour guide all have a role also.

<b>Objective One 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 camp site procedures and train family members with documents that can be referenced
	<b>Strategy Five</b> Issue duty statements and create standard operating procedures with training
	<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 standard operating procedures and duty statements for casual workers which are easily understood and implemented.</li> </ul>

<b>Objective Two Enhance the Financial viability of the Corporation through relationship extensions, leveraging existing assets and people</b>	
	<b>Strategy One</b> Improve the diversity of income streams throughout the year through events, special courses, using the site for cultural training
	<b>Strategy Two</b> Design a budget versus actual and calendar of dates to be booked i.e. operate at designated capacity each year. Aim for 100% of these to be booked. Establish cost base according to budget with 10% in hand for lean off season and investment for future season. Develop a team Whats app or similar to update weekly on progress towards operating at designated capacity each year.
	<b>Strategy Three</b> Leverage the photo document developed by Nick for events, media coverage, marketing promotions both interstate and international promotions of Tarntipi.
	<b>Strategy Four</b> Develop a database of previous visitors, interested parties, and begin a communications plan to activate them for referrals or potential sales of merchandise, photos or books. Also to add to social media to maintain awareness.
	<b>Strategy Five</b> Board meetings have additional agenda item added “enhanced financial viability “where ideas are brought, discussed, documented, researched, implemented. Undertake a review or study tour of similar organisations to help with ideas for potential creative product innovations and future investment avenues.
	<b>Strategy Six</b> Explore investment avenues via philanthropic organisations, corporate sponsorship, and partnerships on 2 feasibility concepts. Continue awareness of and alignment with state, federal and local policies, and implementation via Grant support.
	<b>Strategy Eight</b>

	Set up customer feedback in a consistent manner – monitor price feedback and undertake a price review aligned to competitor analysis and customer feedback. Initial feedback is some groups can tolerate higher rates, or incorporate merchandise built into a higher price.
	<p><b>Strategy Nine</b></p> <p>Staffing hours and activities to transition over the next few years to family and other community members investigate the new Remote Jobs and Economic Development program, Local Jobs Local People. Extra hours need to be factored in for learning transitions. More skilled and more paid staff will support the continued development of Tarntipi.</p>
	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Partnerships with corporate, government other agencies representatives promoting the Tarntipi site for use.</li> <li>• Budget and growth of income plan achieved, and costs monitored.</li> <li>• Increase “outside in thinking” and exposure for the emerging leaders in the family to create ideas to improve financial viability.</li> <li>• Quality training delivered to locals on specialist cultural activities and quality customer experience delivered.</li> <li>• More local employment is generated through casual guides and presenters.</li> <li>• Greater understanding of Corporations income and expenditure by members and how they can contribute with ideas.</li> <li>• Successful delivery of new photography offering and Tiwi on tour event.</li> <li>• Continued support for cultural advancement via Federal, State and Local Government support and increased corporate and philanthropic investment.</li> </ul>

<b>Objective Three Transition the duties of Teddy and Teresia to family members and other community members and improve capabilities</b>	
	<p><b>Strategy One</b></p> <p>Activate family members who identified interest. Undergo an engagement process, including training on site, IBA or NTG tourist guide, a learning tour and ensure role clarification. Undertake leadership training for identified roles.</p>



	<p><b>Strategy Two</b> Once the yearly Camp delivery plan is established including designated capacity of bookings , “recruit “the weekly roster and ensure activities have a trained staff member allocated e.g. Welcome to Country, Damper Making, Dancing, Crabbing, Fishing, Shell Making, Weaving, Bush Walking</p>
	<p><b>Strategy Three</b> Continue to engage a family member as Camp Manager and a part time tour guide to mentor family and community members to deliver experiences</p>
	<p><b>Strategy Four</b> Find funding (or partner organisations to deliver, e.g. TITEB) for essential training such as drivers’ licences and first aid and organise for this to take place</p>
	<p><b>Strategy Five</b> Transition Teddy and Teresia to the mentor and trainer role, Michael to appoint a family member to assist with roster /schedule</p>
	<p><b>Strategy Six</b> Monitor the business growth with the aim to produce enough income to employ a Business Innovation Manager to undertake Administration, Coordination and an Innovations agenda for the future to capitalise on the new lease of the site and growth in tourism</p>
	<p><b>Strategy Seven</b> Work with NIAA and their chosen provider to source staff via Remote Jobs and Economic Development Program</p>
	<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>• Family members accept their roster and ensure they have undergone required training enabling Tarntipi to endure into the future.</li> <li>• Training program developed, funding sources and training delivered.</li> <li>• Income achieved and a part time mentor/tour guide engaged, and knowledge, skill and capability of family and community members improved.</li> <li>• Income achieved and a Business Innovation Manager role appointed.</li> <li>• Successful transition and succession plan in place for the future of the camp when Teddy Teresia and Michael are undertaking less duties.</li> <li>• Generation of proposals with corporate sponsors and philanthropic groups for future initiatives</li> </ul>

<b>Objective Four Improve the Bush Camp Infrastructure and operations to continue positive feedback and booking capacity at goal levels</b>	
	<b>Strategy One</b>

	Complete activities associated, with the lease that has recently received approval from the NTG to develop a lease in excess of 12 years, in accordance with section 53(a) of the Planning Act 1999, subject to the conditions specified on the successful Development Permit DP23/0121
	<b>Strategy Two</b> After introducing feedback on experiences on the website undertake agreed operational improvements and ensure the experience is represented clearly
	<b>Strategy Three</b> Apply more shading structure over the kitchen and sleeping spaces
	<b>Strategy Four</b> Enhance the native bushland in the vicinity of the camp for the bush medicine and bush food talk
	<b>Strategy Five</b> Clarify the requirements, payments and support from Tiwi Regional Council and Tiwi Local Land Council and the support they are contracted to provide e.g. start of season burn
	<b>Strategy Six</b> Continue the operational policy improvements, standard procedure documentation and staff training as improvements to the camp and experiences are made
	<b>Outcomes</b> <ul style="list-style-type: none"> <li>• Additional bush shade structures constructed over the kitchen, for learning and sleeping spaces.</li> <li>• Bush Camp area is more defined and risks removed.</li> <li>• Improved bush medicine and bush food walking tours.</li> <li>• Improved sleeping, cooking, catering area safety and usability improved.</li> <li>• Enhanced diversity of native plants in the landscape near the camp.</li> <li>• Improved feedback, more enquiries, more demand and confidence for price improvements.</li> </ul>

<b>Objective Five Market the Tarntipi experiences to ensure budgets are met</b>	
	<b>Strategy One</b> Create enticing, current and accurate promotion material incorporating client feedbacks to reinforce the messaging of what the experience is (and is not)

	<p><b>Strategy Two</b> 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</p>
	<p><b>Strategy Three</b> Review and upgrade the website, tour information, face book and other social media mediums to reflect the experience to ensure visitor expectations are met</p>
	<p><b>Strategy Four</b> Develop a list of groups and contact details and people to send information to on new experiences, events, and programs</p>
	<p><b>Strategy Five</b> Design feedback from participants on the website, collate the information and incorporate feedback to continuously improve plus use it to promote Tarntipi, gain innovative suggestions</p>
	<p><b>Strategy Six</b> Develop a social media plan to grow followers. Including previous participants, tourism operators, special interest groups, government, corporate, philanthropic, photography groups</p>
	<p><b>Strategy Seven</b> Develop a list of potential corporate and philanthropic partners, develop relationships, invite to Tarntipi and invite to support. Increase pool of supporters</p>
	<p><b>Outcome</b></p> <ul style="list-style-type: none"> <li>• Statements, photos, videos created and uploaded to website and social media as well as promotions.</li> <li>• Existing Program Experience clarified via communication developed from recent testimonials displayed on the website promoted through social media.</li> <li>• Social media programs increase awareness and promotion of specialist experiences and events.</li> <li>• Financial viability, growth and expansion of Tarntipi according to planned budget.</li> <li>• Improved skill and capacity of staff members.</li> <li>• Improved awareness to all related stakeholders.</li> </ul>

## 8 Marketing Focus

### 8.1 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 sleep in tents or can under the bush shelters, cooking is undertaken by 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 a look at the Church or local stores. Participants leave with a greater in-depth knowledge of Aboriginal culture.

<b>Product</b>	<b>Description</b>	<b>Cost</b>
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. Walk through the bush, learn about the general environment on the Tiwi's, join in fishing and swimming activities.	\$650 per person plus bus hire and entry to attractions
Weaving 3 day On Country experience Tented Accommodation	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.	\$650 per participant Plus, bus hire for transfers and entry to attractions
Bush Medicine 3-day On Country experience Tented Accommodation	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 learn to prepare mixtures which have been used for 1000's of years to cure illnesses.	\$650 per participant Plus, bus hire for transfers and entry to attractions
School three day On Country experience Bush Shelter and Tented accommodation	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, nighttime stories. 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.	\$380 per student plus bus hire, and entry to attractions
½ day Island Walking tour	Participants are met at the Ferry at approximately 10:30. Participants have contact numbers. The guides will walk with the participants around the main town area visiting Tiwi Designs, The Shop and Takeaway, The Museum, a look at	\$350.00 per couple

	the Church and Surrounds plus Bima Wear if open and gain a general understanding of life on the Islands.	
½ day Cultural Induction Workshop	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 Tiwi Islands. Session lasts approximately 3.5 hours.	\$2400 maximum 10 participants
Tarntipi Bush Camp Site Use	Corporate, government and agencies may use the site for Leadership meetings, planning sessions, cultural inductions, group meetings. Use of camp facilities for ½ day, day or overnight usage. ½ day and Day use includes camp facilities, shaded work areas with seating for up to 15, food storage/ fridge, toilet facilities, bush camp kitchen, water. Parking for 5 vehicles. Overnight also including use of fully equipped comfortable tents, night lighting, cooking facilities and Storytelling about the Tarntipi bush camp.  Visits to any off-site surrounding area, e.g. bush walk, waterhole or beach will be discussed at time of booking and may incur further cost as other staffing may need to be arranged for safety and guidance facilitation.	½ Day \$1000 1 Day \$1800  2 days i.e. Overnight \$3500 for up to 15 people.
Merchandise	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.	
Gallery and Cultural Events	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 are exploring several exhibitions which will promote Tarntipi Bush Camp and their products in addition to the unique and special photos taken by Nick.	Promotional events, merchandise on sale.

## 8.2 Target Marketing

The marketing for Tarntipi needs to be simple, targeted, and effective. Tarntipi wishes to leverage the sites’ capability as well as mature the products offered and hit the capacity targets budgeted for.

To achieve improved income streams without operating a seven day a week operation, a number of new experiences have been discussed and some initial market feasibility undertaken. The international market is one we believe the photographic courses can be used to entice to Tiwi Islands. The following

table includes a product description, suggestions of those visitors who need to become aware of the experiences, the duration and timing for the delivery of the experience.

<b>Product</b>	<b>Target Market</b>	<b>Information Sources</b>
<b>3 day on country cultural experience</b>	Private Schools Groups of visitors wanting a genuine off the grid, cultural experience i.e. Universities, Teachers, Government Department, NDIS offices, Office of Aboriginal Affairs	Website Social Media – Facebook, Instagram Fact Sheets to University newspapers and various local and federal departments Existing visiting school networks NT IBN fact sheet and network
<b>3 day on country weaving experience</b>	Art teachers, craft groups, Tiwi students and adults	Website Social Media – Face Book, Instagram Fact Sheets - Art Teachers Organisations and craft clubs
<b>3 day bush on country medicine experience</b>	Tiwi people, student doctors, Natural medicine specialists	Website, Social Media – Facebook, Instagram Fact Sheets to Medical institutions newsletters and natural medicine organisations.
<b>½ day Island Walking tour</b>	Visitors coming across on the Ferry	Website Social Media – Facebook, Instagram Sealink terminal on the mainland
<b>½ day Cultural Induction Workshop</b>	Government Departments, NDIS, Non-Government organisations that work on the Island	Website Fact Sheet to relevant Government Departments with a face-to-face visit
Tarntipi Bush Camp Site Use	for Leadership meetings, planning sessions, cultural inductions, group meetings. Corporate, Government and NGO's	Website NTIBN Social media including Facebook, Instagram and Linked in
<b>Merchandise</b>	Visitors to Tarntipi Participants in the workshops Visitors to the Island Attendees at gallery events Corporate, Government and NGO's office displays	Website Gallery showings Displays in key Government offices – i.e., Departments, Indigenous Business Australia
<b>Gallery and Cultural Events</b>	People interested in Indigenous Culture	Website

	Visitors to Darwin Gallery owners Event Organisers	Fact Sheet Instagram Facebook and links to other Face Books
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### 8.3 Specific on-going activities

Tarntipi will set up a Facebook and an Instagram account, so they can be found and promoted. Past participants can be used to promote the experience due to the positive feedback they offer.

The Site can be promoted as a place for Cultural Induction Courses and promoted through the NT IBN, Tiwi Regional Council, Tiwi Land Council and other bodies on the Tiwi Islands , to NGO's and others who visit the Island regularly.

Specific niche photography sites, travel Facebook groups, Linked In networks can develop Tarntipi profile to ensure 100% capacity each year against the yearly schedule and goals set.

### 8.4 Membership of organisations

Tarntipi is listed on Tourism Top End website. It was suggested that Teddy or a representative need to help support TTE to promote the unique experience because of the niche nature of the experience. This involved a discussion with staff each season and consider a trip to Darwin during their annual promotion.

Membership of the Northern Territory Indigenous Business Network is being investigated and may be an avenue to promote the site as a venue. This could have benefits in the listing of the experiences and using the site as a site for planning or significant meetings, and a Tiwi Induction Course which a number of businesses on the Island and in Darwin may want to have their staff experience.

Australian Tourism Data Warehouse (ATDW) membership is in place.

Consider other promotion partnerships such as [Aboriginal Cultural Immersion | Infuse | School Group Travel \(infusetravel.com.au\)](#) or school networks such as Edmund Rice Education Australia.

Volunteers are a crucial component of the Tarntipi operation and Community First Development and Tarntipi are moving towards an agreement whereby skilled volunteers can be accessed for specialised roles, for example social media training, standard operating procedure documentation.

## 9 Operations

To ensure the operation is sustainable there needs to be changes made to how the business operates. The workload Teddy, Teresia and Michael currently undertake will reduce over the next 5 years in a planned manner as a succession plan is put in place. There is a need for Standard operating procedures (SOPs) to be written to help with consistent ways of working so standards are kept high during the transition.

Both the 'how and what' they do needs to be documented. Training can then be developed, and capability of family members is known. This is a sizable undertaking when considering how much cultural knowledge needs to be passed on and incorporated into the operations.

The family and the Board undertook a recent planning day and have identified the roles they would like to fulfill during this transition. Teddy and Teresia are keen to hand over most elements. Observation, note taking and photos can be developed into learning resources supported by standard operating procedures and checklists as the family gain confidence to run activities. Through these steps they can gain confidence, understanding and gain the skills and knowledge to move into operating the bush camp.

### 9.1 Current and future HR requirements

The Corporation does not employ any full-time employees. All employees are either part-time or casuals. This is primarily due to the seasonality of the Bush Camp. With the transition of duties from Teddy, Teresia and Michael the number of hours worked will increase for several of the employees. This will still not be considered full-time employment.

Employment of local Tiwi people is supported in many Government policies and is essential to fulfill the vision of THAC. Funding support, training support and flexibility from other employees is essential for this vision to be fulfilled. The Remote Jobs and Economic Development Program will be an opportunity to have family and community members employed to remain sustainable. TITEB and Tarntipi will monitor the new program and access staff when able to.

A new paid role, Business Innovation Manager, is envisaged to enable the transition of duties much of which Michael (Administration / Co Ordinator) has undertaken as a volunteer.

The revenue of Tarntipi Bush Camp will need to increase to support this role or corporate/ philanthropic sponsorship may be gained for 2 – 3 years so as the operation is given time to mature to its capacity and allow the role to be funded.

#### 9.1.1 Volunteers

Tarntipi has benefited in many ways from volunteers: new ideas, skill injections, capacity and capability gaps have been filled. The Administrative Officer has contributed substantially to the development and support of this small business. In recent times the Mentor Tour Guide has worked with the family



developing merchandise and assisting with coordinating participants to the camp. Some of the volunteer roles have developed to be paid a token wage to assist the business.

The volunteer tourism sector is a mutually beneficial one where otherwise unobtainable experiences are gained via place and people. Tarntipi encourages culturally competent visitors to volunteer and fulfill Tarntipi's vision of two-way cultural learning.

Professions such as social work and medicine require students to undertake cultural immersions for their professional development. Nelsina and Michael will work towards formalizing a volunteer framework so a consistent injection of spasmodic skill capability can be called upon.

Over the next three years, with the assistance of these key people, local Tiwi Islanders including family will be encouraged to work with Tarntipi, develop appropriate hands-on skills and knowledge and take a greater role in the day-to-day operation of the business. In this regard the volunteers will be critical. The Mentor Tour Guide will assist with documenting standard operating procedures that will help train the family and local Tiwi people. To achieve this other volunteers may be sourced in 2024 and onwards via Community First Connection.

On occasion a family member may also need to volunteer, for example to learn the new bush walk experience, weaving and bush medicine experience, until they have capacity to deliver these as a paid employee.

## **9.2 Native bush medicine trees**

A potential adjacent business.

Over the years the area has suffered through roadside and general clearing. Teddy and Teresia want to grow back a range of native indigenous bushes which can be used for bush medicine, for traditional purposes and to assist with their walks through the bush. Currently to get the variety they need to travel to different locations as some of the species have been lost to the general area.

They have consulted with a number of botanists including Kym Brennan and others. They have had discussions with Teddy and Teresia and have recommended a number of species to improve the diversity of the bush between the bush camp and the beach and the bush camp and the lagoon. These plants would aid Teddy and Teresia in communicating the importance of bush food, bush medicine and general plants that are used to live off the land.

Teddy, Teresia and the botanists will work towards a relationship where seeds then can be collected from the plants, to grow the seeds out in a greenhouse potentially in partnership with others and give them back to the plant repository for others to utilise.

A successful model for land restoration, seed propagation and training has taken place in Womini Country, North of Newcastle, NSW.

<https://www.abc.net.au/gardening/how-to/healing-worimi/103889874>

This project could see the Tarntipi site, with year-round water supply, shelter and staff with capacity to undertake dual roles and increase income streams and care for country and there are many areas on the Island that need rehabilitation with plants that can only be propagated on the Island.

The feasibility documentation for this project could not be done within the allocated time of this Grant due to turnover of Tiwi Land Council CEO, and a consult in the first instance is required.

### 9.2.1 Human Resources and Training

Training for family members and casual employees is required on general camp protocols and safety rules and on customer service and general behavior. Some training such as the First Aid Certificates, Licences need to be delivered by qualified instructors other training can be on-site training delivered by Teddy or the Mentor Tour Guide. Several other people, family members or trusted Tiwi people need to be trained to take over:

- The Quotation and Booking system
- Compliance requirements
- Site maintenance and upgrades
- Grant writing
- Camp Coordination activities
- Specialized workshop presentations.

This needs to be done with the assistance of the Administration Officer and the mentoring Tour Guide. Both members inside the family and other Tiwi's need to be considered for the face-to-face cultural engagement and the general camp preparation works.

The Business Innovation Manager is a new role that can be considered over this planning phase. A Job Description has been drafted and funding will be sort. It is crucial role to release the duties of the volunteer Administration officer.

Position	Status	Role	Training and/or qualifications
Cultural leader and tour guides Teddy and Teresia	Casual employees	Maintain the camp on a day-to-day basis Provide the cultural training and awareness for visitors Meet, greet and camp orientation Oversee camp operations Deliver wet seasons experience and programs	First Aid for both COVID Procedures OCHRE Card Driving license
Book keeper Katherine Haines KHB Bookkeeping	Contract Employee	Maintain financial records ATO requirements	No Island specific training required needs to keep up to date with ORIC, ATO and general legal requirements to govern a business

Administration Officer Michael Massingham	Contract Employee plus Input as Volunteer	Seek funding to assist in the development of the camp Instigate yearly maintenance program and repairs Assist with seasonal set ups and break downs Handle quotes and bookings Maintain the website, and social media channels Ensure ORIC, regulatory compliance and ATO records are up to date and comply.	Continually needs to keep up to date with legislation covering legal business regulations
Tour Guide/Mentor	Contract Employee plus input as volunteer	Coordinate tour offering and cultural experiences To mentor young family members and causal cultural providers Coordinate the offsite events and cultural program Coordinate merchandise and gallery program and sales	OCHRE Card, Current First Aid, across all legal requirements to operate a remote camp
Family members	Casual Employees	Assist with visitors' experience Pre and post visitor clean up and maintenance Camp break up	First Aid, Customer Services, OCHRE Card, Operational procedures at the beginning of each season
Casual Tiwi employees	Casual Employees	Lead the weaving workshops and other specialty workshops Assist with camp presentation and activities whilst visitors are present.	First Aid, OCHRE card, Customer Service and operational procedures
Business Innovation Manager  TBA – New role	Casual Employee	Develop stakeholder relationships beyond Tiwi, forge partnerships with Government, Philanthropic, Corporates and Education institutions, member peak bodies. Undertake new revenue avenue development activities and operationalize them. Guide the business through transition phases. Promote Tarntipi across all mediums and with partner organizations.	Licence, OCHRE Card,Continually needs to keep up to date with legislation covering legal business regulations

### 9.3 Regulatory Matters

The following regulatory matters need to be addressed:

- **ORIC requirements**- these requirements have been met every year since the Corporation was formed.
- **ATO requirements** – As the Corporation develops there will be more ATO requirements. The Book Keeper monitors the income and expenditure and lodgment or the required paperwork.

- **Insurances** - Public Liability, Worker’s Compensation and Business insurance, its people, the visitors, the equipment and assets are protected.
- **Section 19 Approval** – A lease issued by the Tiwi Land Council is in . The Lease has recently received approval from the NTG to develop a lease in excess of 12 years, in accordance with section 53(a) of the Planning Act 1999, subject to the conditions specified on the successful Development Permit DP23/0121.
- **Site Access Permits from the Tiwi Land Council** – visitors to the site will need to apply for Access permits as the area is outside the town boundary. These are processed quite quickly.
- **Shelters and Containers** – even though the structures are outside the Building Permit requirement area it is essential that the structures and relevant hold downs have a Structural certificate – Section 40 to ensure their strength and durability in case of a cyclone.
- **ORCHE Card** - requirements for all that come into contact with children on the tour.

## Standard Operating Procedures

### 9.3.1 Checklists

Checklists have been developed and reviewed to cover a range of activities for maintenance of site facilities, including site preparation before visitors arrive to ensure safe operating conditions, for cleaning, for preparation for the meet and greet of visitors, for equipment usage and for safety contacts. End of season pack up and site preparation for the next year are also documented. These need to be reviewed and upgraded added to include all elements of camp operations and experience management. A project team of volunteer, tour guide mentor and camp manager will be tasked with this in the 2024 season.

### 9.3.2 Site Safety

To ensure the site is not degraded there a range of regular tasks.

- Fire breaks need to be cleared around the perimeter of the site to ensure the fire risk during burn off time is minimized. The Corporation should do their own small burn offs on-site between the camp and the road and across small sections of the 1 hectare site to ensure that it is safe.
- Slashing the site and the fire break several times a year to reduce the risk of fire
- Structured fire pits to ensure guests are safe
- Clearing of debris of the site to ensure there are no unmarked trip hazards
- Work effectively with the Tiwi Islands Regional Council and ensure regular maintenance and upgrades are undertaken
- Ensure that at the end of the dry season the site is prepared for the cyclone season through removal of the temporary roof structures and the securing of anything that could fly around and do damage.

- Checking of the key trees on site and removal of any obvious branches that may fall and damage the camp.

### **9.3.3 Site Induction**

At the beginning of each experience visitors are welcomed and undertake a site briefing. This briefing covers the general movement around the site, sleeping arrangements, cooking arrangements and safety measures, sun protection, hydration and water locations, location of the first aid kit, walking through the bush, keeping within site of the camp, beach walking and lagoon swimming. This ensures that visitors and staff are reminded of their responsibilities in keeping safe and looking after each other.

### **9.4 Partnerships**

There are a range of partnerships which could further develop over the next three years to benefit both Tarntipi and a range of other organisations for mutual benefit of each. These partnerships could include:

- Corporate organizations delivering services to Tiwi people, or undertaking work in the region to use Tarntipi for planning days, meetings
- Philanthropy groups, corporate organizations looking for on country experiences
- Ongoing relationships with all levels of government
- Seed collection for botanists and NT Government seed repository of native indigenous seeds
- Working with Tiwi Island groups to grow plants from seedlings for planting both around the area of the Bush Camp and in other areas which have suffered from being denuded because of fire or development. This replanting will improve the biodiversity of various areas around the island
- Working with medical organisations to grow understanding of the benefits of bush medicine, potential to grow /propagate
- Seed collection for botanists and NT Government seed repository of native indigenous seeds
- We have worked successfully as the lead agent to deliver an NT Government Violence prevention program Community and Placed based partnerships for DFSV prevention and response
- Corporate and philanthropic groups looking to support successful Aboriginal businesses with their growth and investment in communities

## **10 Capital Expenditure**

### **10.1 Capital Expenditure**

There has been investment on the site and it is now at the next stage of development. The following infrastructure and capital investments will improve the visitor experience.

- Bore recently drilled and water connected to the showers, kitchen and will be connected to new laundry areas.
- Site plan is booked to extend the lease
- Plumbing upgrades (funded)
- New laundry area approved for build 2024
- Vehicle approved and delivery will take place
- Bush tents need to be protected and positioned under three shelters to add years of life to the tents (unfunded)
- The two existing large shelters need to be strengthened to ensure good protection of large groups either during presentation or to sleep under
- A comprehensive kitchen pantry and storage area shelter funded and needing delivery
- An additional toilet, shower and bush shelter for staff who need to be on-site to deliver workshops (not funded)
- Update discussion on security issues and options of the site E.g. A cyclone fence should be built with a gate to give visitors a sense of security.

## 10.2 Small items

There are a range of smaller items that have recently been put in place including:

- Extended campfire has been set and bench as an alternative for visitor cooking with a range of small pots and pans for use on the gas stove
- A fire pit has been built to ensure visitor safety
- A new cooking grill has been fitted for the open fire
- Small fridge for visitor use, in addition to the Engle is in place
- Lights for bathrooms and kitchen area are installed
- Secure pantry.

Smaller items funded and will be put in place:

- Steel tables to be set up
- Equipment in and outside of laundry to be set up.

## **11 Three Year Budgets and Financial structure**

### **11.1 Quotes, Accounts and Invoices**

Tarntipi employ a contract bookkeeper to do the bookkeeping for the business. Katherine Haynes KHB processes the invoices, and expenses. Teddy and the Administration Officer, and an independent director have access to the accounts on-line. Two out of the three signatories must sign to release funds. Full accounts are presented at Board meetings for members as per THAC Rulebook.

Five of the members have undertaken basic financial management training to ensure they understand how the accounts are generated.

### **11.2 Account Signatories**

There are three account signatories, Teddy, and Michael Massingham, both of whom are Directors and another Director. The bookkeeper will have access to the bank account to set up payments to be made.

### **11.3 Grants**

Tarntipi has delivered successfully to Grants from NT Government, Federal Government via NIAA, ABA and NTAIC.

The relationships with Government grant agencies are positive and Tarntipi can support government initiatives and strategies via applying for and acquitting grants effectively.

Tarntipi seeks self-reliance and self-determination and a strategy of exploring further support and partnering will allow more employment and therefore more leverage of the site, capacity, and capability growth. We will explore corporate and philanthropic grants and partnerships beyond the grants we have traditionally explored.

### **11.4 Income Streams**

As the business has evolved, there is more of an understanding of what can be presented in the way of experiences, what visitor expectations are and how to value add to the business. There are four basic types of experiences:

- Tarntipi on country experiences – a variety of three-day experiences
- ½ Day and Day Tiwi guided experience
- Site provision for Tiwi Island Inductions Courses, corporate meetings
- Tarntipi Merchandise.
- Photography Offering

## 11.5 Budget

### 11.5.1 Overview

Many of the expenses are historically based with a small amount of growth built into the budget. The income is based on the number of experiences and number of participants.

Ongoing operation of the business allows for additional day tours and several additional three-day tours and more site use for Tiwi Induction Workshops. The income is targeted to increase as the family members increase in capability to assist in operating several of the experiences. Additional wages have been allowed to encourage Tiwi members to participate. The cultural tourism experiences coupled with government and philanthropic grant income provides a steady financial base for the organisation.

The financial modelling is based on an increase in experience activities of around 10% per year. In the first full year of this plan, the income is expected to be at breakeven levels with total expenses in the region of \$140,000 including the land development application and survey of \$20,000 for the expanded lease.

During the second financial year the income is expected to be around the \$160,000 conservatively and the expenses will be approximately \$150,000. Carry over balance of funds from the previous year will provide some cash flow for the business during the quiet time.

It is estimated by year three the number of experiences may be able to increase with improved participation of the family in the business operation. The income target is \$176,500 with total expenses being in the region of \$164,000, generating a surplus of \$12,000 approximately in that financial year.

## 12 Risk Management

The follow Business Risk was developed with Teddy and Teresia and discussing what could happen and what they could do to minimize the impact on the business. A site risk assessment is undertaken for each particular group to ensure that there are minimal OH&S risks on site for visitors.

Identified Risk	Impact on Business	Solution
<b>Marketing Risks</b>		
New experience programs need to be known and bookings made to increase participant numbers	Impact on the viability of the business	Develop Industry Fact Sheet for distribution to key agencies and NGO's who operate on the Island or are contractors to the Island  Encourage small groups to invite friends to increase the numbers



<p><i>Likelihood Medium</i> <i>Consequence High</i></p>	<p>Lack of participants in all programs</p> <p>Inability to pay wages and employ local people</p> <p>Minimum participants making tours non-viable</p>	<p>Develop a data base of previous and current participants and email new product offerings to past participants</p> <p>Provide quality detailed information on social media and the website about the various programs</p> <p>Promote the programs through special gallery events, and Induction programs</p>
<p>Not known by individuals and businesses in the market place</p> <p><i>Likelihood Medium</i> <i>Consequences High</i></p>	<p>Lack of participants and groups approaching the business</p>	<p>Utilise local networks to grow the Tiwi Induction Courses and the local ½ day tour.</p> <p>Appropriate website and face book developed and promoted through fact sheets</p>
<p><b>Operational Risks</b></p>		
<p>Not delivering the quality of services promised</p> <p><i>Likelihood Low</i> <i>Consequences High</i></p>	<p>Lack of participants – no cash flow</p> <p>Poor name developed in the market place and no one books experiences</p> <p>Lack of cash flow to support the business</p>	<p>Put in place good Policies, procedures and check lists in place to assist in delivery of a clean and ecofriendly off the grid camp site</p> <p>Have good booking and quoting systems in place</p> <p>Have camp checklists in place for maintenance</p> <p>Ensure that participants are met on time</p> <p>Good presentation for the Induction Courses</p> <p>Put in place feedback system captured via the Web</p>
<p>Volunteer Administration officer and mentor tour guide leave</p> <p><i>Likelihood Medium</i> <i>Consequences High</i></p>	<p>No one to respond to bookings and undertake proposals</p> <p>Limited assistance in setting up the camp</p>	<p>Allowance in the budget and each experience sale to pay Administration officer and mentor tour guide</p> <p>Gain a grant to pay for mentoring for a full year to enable quality on-site training of family members</p>

	<p>Lack of cash flow</p> <p>No formal on site training for family members to take over the business</p> <p>Lack of capital and support grants to assist the business develop</p>	<p>Cross train book keeper to process tour bookings</p> <p>Train family members on Corporation's regulatory requirements</p> <p>Have to buy in assistance to write grants and get marketing and capital infrastructure or hire new role Business Innovation Manager</p>
<p>Bookkeeper or Administration Officer not performing to required standard and letting participants down</p> <p><i>Likelihood Medium</i></p> <p><i>Consequences Medium</i></p>	<p>Disappointed participants choose other companies</p> <p>Loss of cash flow</p> <p>Noncompliance with Government regulations</p>	<p>Policies, Procedures and information in place to ensure quality delivery</p> <p>Training of family members in the basics of operating a business and cash flow</p>
<p>Participants have accidents or incident on site</p> <p><i>Likelihood Low</i></p> <p><i>Consequences Low</i></p>	<p>Could interrupt business due to unable to perform</p> <p>The business gains a poor reputation</p> <p>Paperwork involved in an incident</p> <p>Business closes due to Tiwi protocols and because they are sorry.</p>	<p>Regular Toolbox meetings for the family to remind them of OH&amp;S Policies and procedures and why they are doing this business</p> <p>Briefing when visitors arrive on site about general wildlife, personal safety and where not to go and why</p> <p>Quality procedures in place which compliment OH &amp; S Policies and Procedures</p> <p>Key staff to have First Aid qualifications in case of accidents</p> <p>Appropriate Insurance in place by company to protect income and visitors</p> <p>Quality refrigeration for food to minimise the risk of food poisoning, clean out fridge</p> <p>Improved kitchen area for washing up dishes and food preparation</p> <p>Rubbish removed from site at the end of each experience</p>

		<p>Ensure visitors do no wander by themselves and they are supervised by a Tiwi person</p> <p>Plenty of water and shade on site, with new shelters built to give cool shade</p> <p>Ensure that visitors do not let long hair or wear skirts near the fire place.</p> <p>Phone list for emergency contacts</p>
<p>Participants feel at risk due to the perceived remoteness of the bush camp and risk to personal security</p> <p><i>Likelihood Low</i> <i>Consequences Medium</i></p>	<p>Poor word of mouth by participants</p> <p>Lack of understanding of other Aboriginals on the Island that Tarntipi is a bush camp where visitors do stay, their activities, particularly at night can damage the business</p>	<p>Create awareness that the camp does have visitors and that shooting game, loud vehicles in the middle of the night and general boisterous behaviour can upset city clients</p> <p>Fence the site on the road side to give participants a feeling of safety</p> <p>Always have an alternative location to accommodate nervous clients</p> <p>Vehicle to transport participants to an alterative accommodation option</p>
<p>Contractors or staff have an accident on site</p> <p><i>Likelihood Low</i> <i>Consequences Medium</i></p>	<p>Reputational damage</p> <p>People do not want to work for Tarntipi any more</p> <p>Lost time completing claims and associated paperwork</p> <p>Loss of income</p>	<p>Policy and indication done for casual staff and contractors coming on camp site</p> <p>Pre tour site inspections to remove trip hazards, or mark trip hazards and tent ropes, alteration of the fireplace area to make it safer</p> <p>Two yearly inspections by qualified Risk assessor.</p>
<p>Lack of qualifications such as licences to operate the business</p> <p><i>Likelihood Low</i> <i>Consequences Medium</i></p>	<p>Reputational damage</p> <p>Risk of client injury</p> <p>Lost time completing claims and associated paperwork</p>	<p>List of required licences and qualifications held by Teddy and Administration Officer listing dates of key licences and tickets</p> <p>Work with Red Cross or TITEB to ensure staff have first aid, that drivers licences are in place</p> <p>Talk to the Police about the issue of OCHRE cards</p>

	Loss of income and fines	<p>Have the correct insurances in place</p> <p>Increase the number of family members with qualifications so there are always people with appropriate qualifications available.</p>
<b>Financial Risks</b>		
<p>Lack of enough participants to sustain business</p> <p><i>Likelihood Medium</i></p> <p><i>Consequences Medium</i></p>	<p>Unable to pay casual wages and lease payments</p> <p>Unable to pay contract workers and then have no support</p> <p>Unable to develop the camp further</p>	<p>Target a mix of participants to minimise the risk to cash flow.</p> <p>Mix to include Councils, NGO and NFP as well as individual companies</p> <p>Introduction of specialist experiences which are not on offer anywhere else</p> <p>Make sure good invoicing systems are in place</p>
<p>Key family members are unable to continue due to illness or Pukamani</p> <p><i>Likelihood Medium</i></p> <p><i>Consequences High</i></p>	<p>Business folds due to lack of family or Tiwi members knowledge and skills</p>	<p>Ongoing training of family members and Tiwi educators</p> <p>Trainee educators attending special workshops to learn</p> <p>Mentor needs to be in place to have on the job training to bring family members to a level where they can operate the business</p> <p>Teddy and Teresia slow step back and let family or Tiwi casual employees to do site preparation and be on site during experiences</p> <p>½ day tours providing a training ground for confidence and storytelling for younger family members</p> <p>Keep the members informed of changes to the business so they understand how to operate the business</p> <p>Keep the book keeper employed to handle the finances..</p>



EXAMPLE of Risk assessment undertaken as part of preliminary preparations for each visiting group.

Location: Bathurst Island, Tarntipi Camp site				Date: 2024		
Activity	Hazards	What harm could the hazard cause?	Likelihood	Consequence	Current controls?	What further controls are required?
<b>Boat Ferry travel</b>	Breakdown Rough Seas	Delay Sea Sickness				
<b>4WD travel</b>	Breakdown Accident	Delay Injury/death				
<b>Damper making</b>	Fire burns	Injury/death				
<b>Increase in transfers and transport</b>	Car accidents	Injury				
<b>Beach walk</b>	Stingers	Sunburn Dehydration				
<b>Swim in Waterhole</b>	Crocodiles Drowning	Injury/death				
<b>Outdoor site prep and construction in remote location</b>	Exposure	Incorporating new learning Bites Stings				

Consequence						
Likelihood	A	B	C	D	E	Risk Category – Likelihood x Consequence
1	1	2	4	7	11	
2	3	5	8	12	16	1-10 Low Risk – Low
3	6	9	12	17	20	11 – 15 Moderate Risk - Moderate
4	10	14	18	21	23	15 -28 High Risk - High
5	15	19	22	24	25	28 – 25 Extreme High Risk - Extreme