

FINAL REPORT
REGIONAL VISITOR EXPERIENCES MASTER PLAN
FOR HERMANNSBURG AND SURROUNDING REGION
NORTHERN TERRITORY, AUSTRALIA

2ND MAY 2017

Introducing the authors / consultants

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Acknowledgements

We would like to acknowledge the input of the Project Control Group, represented by:

- Stuart Ord (Project Manager, Tourism NT)
- John Di Maria (Tourism NT)
- Wayne Kraft (Chair, NT Heritage Commission)
- Natasha Abbott (Office of Aboriginal Affairs)
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- Chris Day (NT Parks and Wildlife Commission)
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- Emma Fraser (Tourism NT - minutes)

We would also like to particularly thank the many members of the Hermannsburg community, who provided significant time, thought and support to this project.



Our team is proud of this work, and we very much look forward to assisting to implement the recommendations in this Plan, in any way that we can.

Disclaimer

This report is not a feasibility study and costings should not be used to make investment decisions. Specific investments addressing recommendations in this report will require detailed planning and costing.

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Executive Summary

Purpose of Project and this Report

This Master Plan has been prepared to provide a foundation for the development of new and innovative Aboriginal tourism businesses at Hermannsburg (named by local Aboriginal people as Ntaria) and surrounding region. The Plan will trigger significant employment opportunities for Aboriginal people living in the region, as employees and as self employed business people. There is significant excitement among some of the local people to see this happen.

The Plan is timed to capitalise on the sealing of the road travelling east into Hermannsburg, which can be used to reposition the drive route into a loop that incorporates Hermannsburg. The loop offers the potential to significantly increase two-wheel drive touring traffic. These visitors are quite different to the traditional visitors, in that they seek more face to face interpretation experiences, need accommodation provided, and are prepared to pay for both. If these two elements are provided in an integrated manner, then local Aboriginal people have a fantastic opportunity to generate business and employment for their long-term economic, social and cultural well-being.

Strategic issues

We identified six strategic issues constraining tourism, tourism development and the benefits it could bring to local communities:

1. Marketing of the region is yet to position it as a loop drive – once the road is sealed west of Hermannsburg, repositioning should strengthen the appeal to the touring market, which is a growing market for the Northern Territory
2. The Hermannsburg Historic Precinct needs its Conservation Management Plan Implementation section re-prioritised and funding needs to be provided for the high priority actions to be implemented within three years, or the site's

heritage significance and value as a tourism attraction could be significantly and irreparably diminished

3. There is no regularly offered roofed accommodation in Hermannsburg – once this is offered, it will encourage touring markets to stop and stay overnight, which will increase demand for visitor experiences in the area
4. During construction of roofed accommodation for Hermannsburg, Aboriginal led visitor experiences need to be concurrently delivered to provide reasons to stay more than one night – this requires significant capacity building in interpretation delivery and customer service
5. A governance model for Hermannsburg is needed that establishes tourism business operational skills that can manage the roofed accommodation and provide back of house business management for emerging local Aboriginal tourism businesses
6. It is time to reinvigorate the Glen Helen Resort to provide a core visitor experience and setting inspired accommodation – this will ensure that accommodation at Glen Helen and Hermannsburg can operate as a package to increase length of stay in the region among the touring markets

Vision

We will offer visitors ways to progressively immerse themselves into our land and stories. We will reveal some of the ways that people have tried to help us, control us and work with us. We will offer our visitors an alternative way to see, understand and feel a contemporary Aboriginal perspective to Hermannsburg and surrounding region. We will share our challenges and our hope.

We will use these initiatives to create jobs, businesses and empowerment for our local Aboriginal community.

Strategic directions

The Masterplan recommends six strategic directions:

1. Introduce a recommended touring direction for the loop drive
2. Establish a new governance model for tourism in Hermannsburg
3. Revitalise Historic Hermannsburg Precinct
4. Develop a Cultural Campground at Hermannsburg
5. Develop brumby riding tours in Hermannsburg
6. Other actions to strengthen tourism in the region
 - Develop craft production in Hermannsburg
 - Transition Wallace Rockhole to focus on craft and food making experiences
 - Support the growth of Aboriginal led 4WD tours to Palm Valley
 - Develop an interpretation platform introducing the geography of the West MacDonnell Ranges
 - Create Tnorala Aboriginal Starlight Storytelling Experience
 - Replace the interpretation signs at Albert Namatjira's home
 - Replace the sculpture on eastern edge of Hermannsburg to better recognise and celebrate Albert Namatjira

Development budget

To assist with fundraising, we have costed the development strategies at approximately \$10.6M. The two major costs embedded in this are \$7.8M to establish the Cultural Campground and associated services, and \$1.6M to revitalise the Hermannsburg Historic Precinct.

Priority next steps to move forward

Three priorities to quickly move the project forward are:

1. Prepare a Feasibility Study and Business Case or Prospectus for the Cultural Campground, so that fundraising can commence on a feasible proposal
2. Update the Plan of Management (Rando 2008) for the Historic Hermannsburg Precinct, so that conservation catch-up work priorities can be set and targeted, and targeted fundraising can commence
3. Rebrand the loop drive with a single name and identity, and update the NT Tourism website and supporting collateral

There is a continuous need to keep communicating with local Aboriginal people about the Master Plan and how it is being implemented. It will be critical to gather and build support for all stages of enterprise development, including ongoing operational support.

1.0 Introduction

1.1 Background

Tourism NT is working in partnership with Tourism Central Australian and the Office of Aboriginal Affairs to develop the Hermannsburg Regional Visitor Experiences Master Plan (Master Plan).

The Master Plan is required to detail an agreed framework for the development of visitor experience opportunities in the Hermannsburg and surrounding regions. The Plan aims to maximise social and economic opportunities for the Hermannsburg community and the Northern Territory tourism economy.

The main drivers for this Master Plan are:

1. The current lack of vision and strategic framework for the study area which articulates the relationships between the various visitor sites, communities and landscapes and how these can be brought together to provide enhanced social, environmental, cultural and economic outcomes through the provision of engaging visitor experiences.
2. The lack of a clearly identified governance arrangement to develop opportunities identified.
3. The requirement for a comprehensive Master Plan to assist in business case development to attract private sector investment and to support representations to Government for funding.
4. The need for coordinated strategic planning between the Hermannsburg community and other stakeholders such as Parks and Wildlife Commission.
5. The lack of clarity and understanding of the role tourism can play in achieving positive social outcomes.
6. The need to prioritise future initiatives which deliver enhanced visitor experience outcomes.

Projects currently funded, particularly in the Hermannsburg township seem to be initiated in isolation of any strategic direction provided by an overall Master Plan for the region. Examples include ad-hoc business planning for the Historic Precinct, isolated infrastructure initiatives and ad hoc business development proposals. The Master Plan will consolidate existing visitor experiences and enable future implementation of visitor experiences to proceed in the context of an overarching agreed Master Plan. The Master Plan will lay out the framework for project development for the period 2017-2027.

Opportunities which have the potential to link with existing or proposed visitor experiences should be considered, and the aspirations of the managers of those sites included in the consultation phase.

The Master Plan should recognise other land use strategies and make appropriate recommendations which support visitor experience initiatives in the focus area.

The Master Plan will provide a foundation for the development of new and innovative indigenous tourism businesses and set a framework within which local community members can be appropriately trained to undertake the business requirements of running a sustainable business and ensure ongoing economic returns to the community.

This Tourism Master Plan replaces the Hermannsburg / Western Arrarnta Tourism Development Plan 2007 – 2009 (Northern Territory Tourism).

1.2 Project aim

The aim is to deliver:

1. A Master Plan for the future development of visitor experiences
2. A prioritised list of visitor experience development opportunities
3. Recommendations on a preferred governance model for visitor experience development.

The project objectives include:

- Establishing an inspirational and achievable vision for visitor experiences that recognise the rich cultural, environmental and historical values of the area
- Capitalising on the tourism potential of the impending sealing of the Hermannsburg to Namatjira Drive roadway, known as the Mereenie Inner Loop
- Developing a high level strategic framework which will be an enabler for community aspirations in the tourism sector
- Providing protection for cultural, environmental and economic values
- Identifying meaningful and sustainable opportunities for local communities to grow involvement in the visitor experience development program
- Integrating with existing approved strategies, in particular other natural values and visitor experience strategies
- Developing detailed site plans for several key locations

1.3 Study area

The study area is located approximately 150km west of Alice Springs, almost entirely in the Northern Territory electorate of Stuart. The area features the Mereenie Loop, made up of the Namatjira Drive and Larripinta Drive (see **Figure 1.1**). Hermannsburg is located 126 km west of Alice Springs, between the West MacDonnell National Park to the north and the Finke Gorge National Park to the south. **Figure 1.2** presents the study area, indicating that it comprises two components:

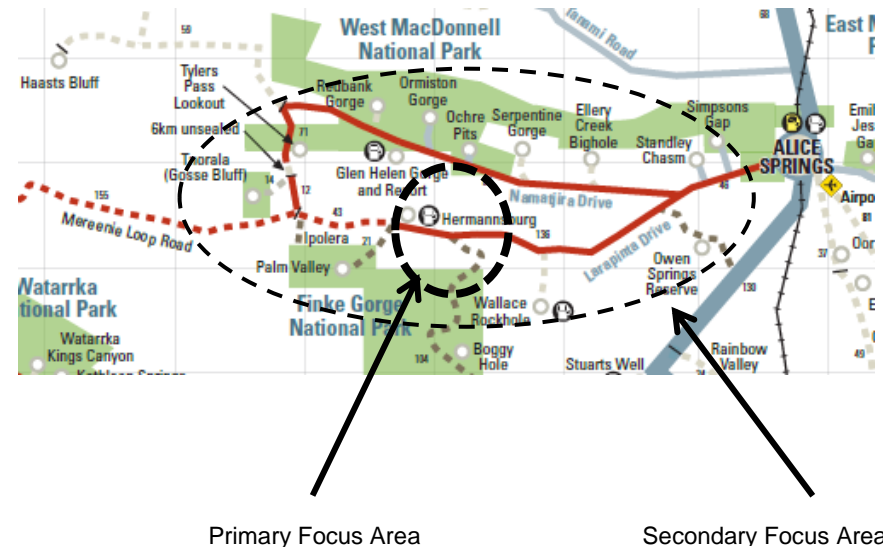
- the primary focus area of Hermannsburg township and its immediate surrounds
- the secondary surrounding locations within the West MacDonnell ranges including Palm Valley, Wallace Rockhole, Ipolera, Areyonga (Utju), and Glen Helen Resort.

The Larapinta Drive commences in Alice Springs and goes past Hermannsburg, towards Watarrka – past the intersection of the Glen Helen turnoff as one heads west. Namatjira Drive commences just west of Jay Creek and finishes at the T intersection with Larapinta Drive, 43 km west of Hermannsburg.

Figure 1.1 The Mereenie Loop Drive



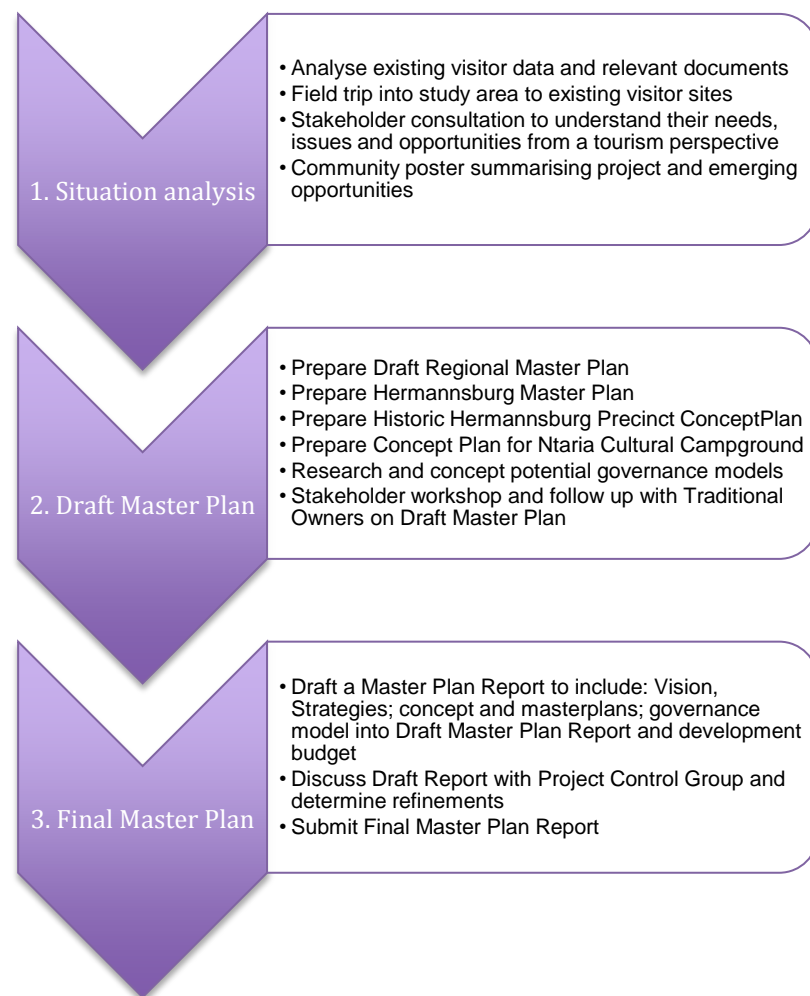
Figure 1.2 Study area for the Master Plan location



1.4 Approach

Figure 1.3 summarises the tasks for this project.

Figure 1.3 Summary of project approach



2.0 Strategic analysis

2.1 Visitation

Current visitation

Overall visitation to the Northern Territory has been increasing over the years, with 2016 one of the highest ever at 1.8 million overnight visitors. This growth has been driven by more Australians staying overnight in the Territory which made up 84% of visits to the Territory. International visitors on the other hand have been in decline over the last decade after experiencing large decreases in the number of visitors from both the United Kingdom and Japan, affected by weak economic conditions, major events and changing consumer behaviour trends. In recent years however, numbers have been slowly recovering¹.

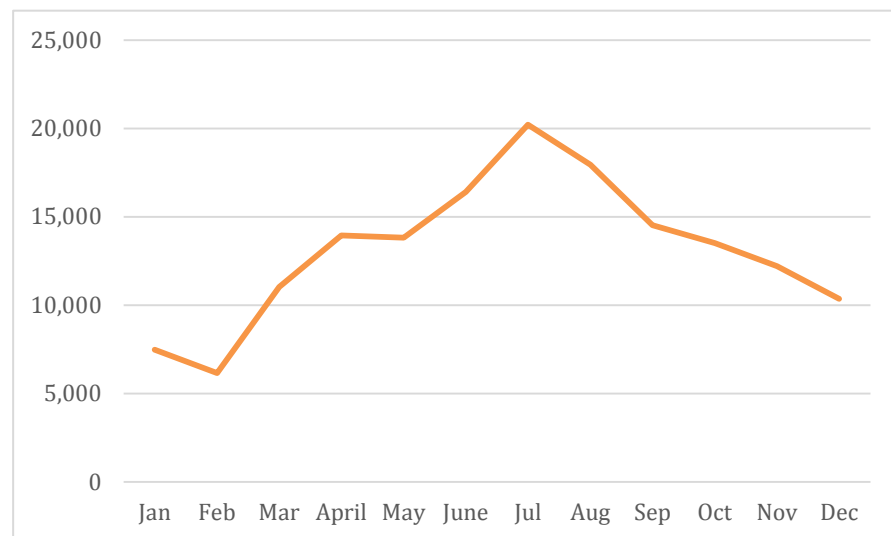
There is a real lack of information about visitation to the region, which limits the ability for effective regional tourism planning.

Traffic counters located at Simpsons Gap, Ellery Creek Big Hole and Ormiston Gorge² suggest visitation to the Tjoritja National Park of approximately 157,600 people in 2016. Comparable destination visitation in the southern part of the NT is the Alice Springs Telegraph Station Historical Reserve (approximately 200,000pa) and the Watarrka National Park (approximately 240,000). Visitation to the Tjoritja National Park appears to be increasing by approximately 4-5,000 people per annum. **Figure 1.3** presents visitation data for the region by month, highlighting visitor preference for the cooler, drier months.

¹ Northern Territory Department of Tourism & Culture

² Northern Territory Department of Tourism & Culture

Figure 2.1 Seasonality of visitation to the region (West MacDonnell Ranges) Source: Northern Territory Department of Tourism & Culture



Visitation to other locations outside the Tjoritja National Park is much smaller. For example:

- Visitation to Palm Valley in 2016 was approximately 17,200, and has been dropping from 22,800 in 2012. Visitation peaks in the cooler months (April to October at approximately 2,000 – 3,000 visitors per month, and drops off in the hotter summer months (at 600 – 700 visitors per month³).
- Visitation to the Hermannsburg Historic Precinct is approximately 14,500pa, and has a similar seasonal pattern the wider region, though falls lower in December and January.

Visitation to the Hermannsburg Historic Precinct indicates that:

- just over half the visitors (54%) come as independent visitors to visit the site;

³ Northern Territory Department of Tourism & Culture 2011 – 2014, sourced from traffic counter at road entrance to Palm Valley

- approximately 23% of visitors come as part of a guided tour; and
- an additional 12% come purely for food and beverage.

School groups and local visitation are too small to warrant measuring.

Forecast visitation after road is sealed

Unfortunately, despite significant efforts, we have been unable to source any traffic forecast data from the Northern Territory Department of Infrastructure, Planning and Logistics.

However, it is possible to formulate a forecast based on past examples of similar projects. We have noted that when unsealed roads have been sealed and created a loop-based tourist circuit, they have stimulated an additional 50% increase in visitor traffic over the following 5 – 10 years. This could mean that by 2025, visitation to Hermannsburg could increase to approximately 80,000pa⁴.

Current visitor profile

The Region does not appear to be monitored via IVS or NVS tourism monitoring⁵.

Table 2.1 presents amalgamated data for Alice Springs and the West MacDonnell Ranges. **Table 2.1** suggests that growth in the region has been driven by interstate and intra-Territory visitation. International visitation is declining. Given that visitors only stayed on average 4.6 nights, it will be a challenge to extend this stay in the study region.

⁴ Adding an additional 60-70,000 visits

⁵ International Visitor Survey, National Visitor Survey, conducted by Tourism Research Australia

Table 2.1 Overnight visitor numbers for Alice Springs / West MacDonnell Ranges

Origin	Intra-Territory	Interstate	Domestic	International	Total
Visitors	102,000	196,000	298,000	113,000	412,000
Holiday	45,000	119,000	1,640,000	109,000	273,000
VFR	3,000	25,000	28,000	2,000	30,000
Business	42,000	42,000	84,000	1,000	85,000
Visitor nights	373,000	946,000	1,319,000	589,000	1,908,000
Average Length of Stay	3.7	4.8	4.4	5.2	4.6
Expenditure	-	-	\$321M	\$62M	\$383M

The driver domestic markets visit in the cooler second and third quarters of the year. The largest visitor night drivers are people from NSW, followed by Western Australia, Victoria / Tasmania, and Queensland. The fly drive market is under developed. Average room rate is relatively cheap at \$123, occupancy is modest at 63% and REVPAR is low at \$61.

The most relevant regional data is from the Northern Territory Department of Tourism & Culture, who last sampled in 2013 in peak and in off season. **Table 2.2** presents some key metrics from the research. Key differentiations were that:

- the peak season attracts a younger market, a higher proportion from domestic sources, and a higher proportion of fly into and out of Alice Springs; and
- the proportion of overnight stay lifts from 19% in off peak to 29% in peak.

Table 2.2 Visitor data for the West MacDonnell Ranges (Source Northern Territory Department of Tourism & Culture)

Profile	Peak season	Off peak season
Entry & exit via	Alice Springs 64%	Alice Springs 75%
Age distribution	Majority Young (18 – 44)	Majority older (45 – 65 years)
Origin	83% Domestic – Vic then NSW 16% international – Europe	55% Domestic – NSW then Vic 45% international – Europe
Overnight in region	29%	19%
No nights	1: 20%, 2: 23%, 3: 8%, 4: 4%, 5 or more: 15%	1: 15%, 2: 4%, 3: 4%, 4: 2%, 5 or more: 1%
Key destinations visited	1. Simpsons Gap 2. Ormiston Gorge 3. Ellery Creek 4. Glen Helen 5. Standley Chasm	1. Ellery Creek 2. Simpsons Gap 3. Glen Helen 4. Ormiston Gorge

2.2 Current regional experience

Positioning

Figure 2.2 presents the key experiences currently available.

It is possible to travel in a two-wheel drive along the southern edge of the West MacDonnell Ranges for approximately 132 kilometres, by following the sealed road. Those using two-wheel drive would then typically turn around and return to Alice Springs to leave the NT, or to drive on to Uluru. Some of those using a four-wheel drive (4WD) might continue on to Kings Canyon.

Figure 2.2



It is possible to experience the West MacDonnell Ranges independently or as a guided tour, though the high degree of access tends to stimulate independent access. Some of the operators include: AAT Kings; Sandrifter Safaris; Spirit Safaris; Alice Wanderer; Tailormade Tours; and Emu Run Experience. A typical day tour costs are around \$125 from Alice Springs. The number of tour operators visiting the region has dropped – especially Hermannsburg and Palm Valley. We are told that is has been caused by a contraction in the local industry, with smaller operators being bought out or retiring, and larger operators reducing their tour frequency to the region.

The close proximity also means that is also possible to access the West MacDonnell Ranges as a day trip from Alice Springs, which has probably constrained investment into hard roofed accommodation.

Strengths

The attractions generally deliver an experience equivalent to the experience being marketed. The Northern Territory Department of Tourism & Culture has provided high quality visitor facilities at most of the attractions. We were particularly impressed by the quality of visitor orientation booths presenting excellent maps, visitor information and introductory interpretation. A highlight was seeing interpretation that included Aboriginal perspectives on most attractions.

Limitations

Despite the established nature of many of the attractions, the region does not appear to be positioned as a drive tour. The current positioning from most of the marketing that we reviewed is a disparate collection of nature based attractions within the West MacDonnell Ranges, with the Hermannsburg Historic Precinct and Palm Valley floating in the mix. We suspect that drive positioning hasn't happened because there has never been a sealed loop to make the experience one way for two-wheel drive tourers.

The essence of the region is gained with height, which generates perspective on the landscape. The Larapinta Trail delivers height, but few walk it compared with visitation to the short gorge walks. There is an opportunity to deliver visitors more height-based perspective on the landscape.

Figure 2.3 The two extremes of visiting the region – ABOVE walking the Larapinta Trail and BELOW lazing and swimming at water holes



2.2 West MacDonnell Ranges

Strengths

The MacDonnell Ranges are nearly 650km long and run east and west of Alice Springs. They are the second longest and highest mountain range in Australia. The Larapinta trail runs for 231km through the western arm of the MacDonnell Ranges.

The strengths of the MacDonnell Ranges, as a tourist attraction, are:

- accessibility from Alice Springs (just 30 minutes drive);
- having so many attractions both close together and close to the drive route (in a day of touring using a two-wheel drive it is possible to visit 7 – 10 attractions and the same number of short walks);
- jagged mountain ridges and at sunrise and sunset, fiery red cliff faces; and
- picturesque gorges and the opportunity to swim in most of them.

Table 2.3 presents a summary of the attractions along the West MacDonnell Ranges.

We were also asked to look at Jay Creek, as a potential site for the development of a visitor orientation facility, campground or other Aboriginal attraction. Jay Creek is in the MacDonnell Ranges 45 kilometres west of Alice Springs. It was a government settlement for Indigenous Australians and home to the Western Arrernte people. In 1937 Jay Creek was declared as one of three permanent camps or reserves for the Alice Springs Aboriginal population. It was intended as a buffer between the semi-nomadic people living in far western regions and the more sophisticated inhabitants of Alice Springs and environs, in particular for the non-working, aged and infirm around Alice Springs. We found the site to have significant limitations for an accommodation, because:

- it was almost 'too close' to Alice Springs for visitors to want to stop, but not close enough to the attractions of the West MacDonnell Ranges to feel connected to the attractions;
- it lacked views and attractive features for visitors to engage with; and
- water supply is severely limited for accommodation to be established.

Therefore the Masterplan did not make tourism-based recommendations for Jay Creek, though if proposals like a visitor orientation facility or accommodation are reconsidered, they should be investigated as a feasibility study.

The other strength of the West MacDonnell Ranges is the opportunity to camp close to many of the attractions, with views of the arid landscape and ranges. The main camping opportunities promoted are:

- Ormiston Gorge (showers and flush toilets);
- Glen Helen Resort (developed);
- Ellery Creek Bighole (flush toilets);
- Standley Chasm (basic);
- Hugh River (basic);
- Serpentine Chalet (basic);
- Two Mile (4WD only, basic, free camping)
- Redbank Gorge (basic)

The above sites set camping fees, but there are also free camping sites in the region that offer no facilities. Some campground operators believe that free camping works against their business and are annoyed when free campers sneak into their site to use their amenities without paying (e.g. Wallace Rockhole).





Limitations






Most of the tourism marketing presents individual attractions rather than a drive experience, so there is an opportunity to reposition in an editorial style the interconnectedness between these attractions.

Not enough visitors are getting a perspective of the landscape from above, which is critical to understanding and appreciating what they are travelling through. There are three opportunities to address this:

1. Develop a walk and lookout at the beginning of the Loop Drive, on the edge of the West MacDonnell Ranges where the landscape begins to fold
2. Improve signage to existing walks above gorges
3. Increase promotion of helicopter tours at Glen Helen

Table 2.3 Attractions along the drive route

Attraction	
<p>Flynns Memorial</p> <p>The John Flynn's Grave Historical Reserve is the gateway to the West MacDonnell Ranges. The site includes a memorial that contains the ashes of, the Reverend John Flynn. The ashes of Mrs Jean Flynn, John Flynn's wife, are also contained within the memorial.</p>	
<p>Simpsons Gap</p> <p>The area is an important spiritual site to the Western Arrarnta Aboriginal people, where several dreaming trails and stories cross. At dawn or dusk Simpsons gap is renowned as a place to see Black-footed Rock-wallabies along the gap's short walking track.</p>	
<p>Standley Chasm</p> <p>Aboriginal Land and is part of the Iwupataka Land Trust.</p> <p>Standley Chasm cuts through the tough quartzite to form a picturesque natural alleyway. In the middle of a sunny day, as the light shifts across the cleft, visitors can see a magnificent display of colours and forms.</p> <p>The chasm has a kiosk where lunch and drinks can be purchased. An entrance fee applies to the site and can be paid at the kiosk. Camping is also available</p>	
<p>Ellery Creek Bighole</p> <p>The deepest waterhole in the West MacDonnell Ranges and great for swimming (though the water is in the shade most of the time so is colder than expected.</p> <p>This spectacular location has been the inspiration for many artists.</p>	

<p>Serpentine Gorge</p> <p>Another waterhole, swimming is not advised. There are lookouts and well marked trails offering great views of the types of landscape and geology that are so evocative of Central Australia. Most visitors only walk to the waterhole and miss the views.</p>	
<p>Ochre pits</p> <p>Area where Aboriginal people mined ochres for their ceremonies, but also for trading with other groups. Certain kinds of ochre are rarer and more valuable. A short path leads down to the pits where you can see the white, yellow and red layers in the walls</p>	
<p>Ormiston Gorge</p> <p>Narrow gorge on the Ormiston Creek itself with a permanent waterhole for swimming. Medium length walks lead through the gorge or along the ridge to a lookout. The longest walk is about 7 km to the Ormiston Pound (a huge natural amphitheatre), and then back through Ormiston Gorge</p>	
<p>Redbank Gorge</p> <p>A shady gorge for swimming and with cooler water than other sites. Tree lined creeks and views of Mount Sonder. Regarded by seasoned 4WD campers as one of the best campsites in NT</p>	
<p>Glen Helen</p> <p>Another one of the important permanent waterholes in the West MacDonnell Ranges formed by the Finke River. Local Aboriginal people believe it is the home of an ancient and powerful Rainbow Serpent, and prefer visitors not to swim there</p> <p>Best experience is to take a helicopter ride from here (in season)</p>	

Perhaps the closest thing to a wow factor product is the helicopter tour that departs from Glen Helen Resort. The wow factor comes from getting a bigger perspective on the landscape – seeing the interconnectedness of the ranges and Finke River, the rugged and abrupt geography of the uplifted and folded mountains, and the different colours and textures across the landscape. Unfortunately, the offer only runs February to November.

Figure 2.4 Wow factor - seasonally offered helicopter tours over the West MacDonnell Ranges



2.3 Historic Hermannsburg Precinct

Strengths

The Hermannsburg Historic Precinct is owned by the Ntaria Land Trust, which includes the entire community of Hermannsburg. The site is managed by the Hermannsburg Historical Society, who then delegate day to day management to the Finke River Mission, under a management agreement, to operate the site and deliver day to day maintenance.

The two existing key management documents for the site are the conservation management plan for the buildings at the site prepared by Dominic Pecorari in

2003 and a management plan prepared by Sam Rando shortly after inclusion of the site on the National Heritage List in 2008.

The 2008 Conservation Management Plan for the Hermannsburg Historic Precinct (Rando 2008) confirmed that the Precinct has outstanding significance to the Australian community based on:

1. The place has outstanding heritage value to the nation because of the place's importance in the course, or pattern, of Australia's natural or cultural history
2. The place has outstanding heritage value to the nation because of the it's possession of in-common, rare or endangered aspects of Australia's natural or cultural history
3. The place has outstanding heritage value to the nation because of the place's importance in demonstrating the principal characteristics of:
 - A class of Australia's natural or cultural places; or
 - A class of Australia's natural or cultural environments
4. The place has outstanding heritage value to the nation because of the place's special association with the life or works of a person, or group of persons, of importance in Australia's natural or cultural history.

Figure 2.5 Painting of the Mission in its peak operating period



The significance assessment prepared by the Northern Territory Heritage Advisory Council was more concise "Established in 1877, the mission was the initial point of contact between the western and the European cultures. The mission provided a

sanctuary and source of medical assistance for Arrente people during the contact period. For many years it was the largest settlement in Central Australia”.

The site offers the opportunity to share incredible stories of belief, perseverance, success and failure. Traditional interpretation would interpret the buildings and objects (how did it work and how did they live). But underlying this is the struggle to convert, resistance, rejection, tacit acceptance, and finally blended ideas. Traditional interpretation would follow a non-Aboriginal perspective, but there is a real opportunity here to tell the story from the Aboriginal perspective, finishing of course with the contemporary culture that is modern Ntaria.

Limitations

There is not much contemporary conservation management going on in the Precinct. The problem started with the Conservation Management Plan, which proposed approximately 300 management policies, strategies and actions covering conservation, visitor management, interpretation, local management and monitoring. This is an impossible way to structure how to manage the site, especially for people not familiar with conservation management of heritage sites. We estimate perhaps 5% of these have been acted on. The Implementation Plan was a little more structured and less ambitious, proposing:

- 20 high priority actions;
- 20 medium priority actions; and
- 14 low priority actions.

We estimate approximately 20% of the high priority actions have been implemented.

Figure 2.7 presents some of the key site management strategies proposed in the last Conservation Management Plan – we estimate about 10% implementation.

Conservation management isn't happening because there isn't enough money or suitable expertise. The site operates at a loss. There are not enough visitors to

cover day to day costs. Even with the assistance of volunteers, the site does not stay open all year. In the hotter summer months, when there are few visitors, the site is closed. The Finke River Mission offsets the loss with profits from their running of the Bottom Store, which they report is an unsustainable position to continue with indefinitely. So something has to change!

Parts of the landscape and property are in poor condition; some buildings cannot be made safe for visitation and some are about to collapse. In some buildings water has entered and damaged Namatjira paintings and artefacts.

Figure 2.6 Buildings at serious risk within the Hermannsburg Historic Precinct



Some recent protection works have resulted in the installation of steel scaffolding to halt the degradation of collapsing walls, without the benefit of being structurally designed or certified. New galvanised fencing is being installed at this site to possibly protect the public from risk, however these new fence structures may not be in keeping with the heritage fabric and may degrade the site values. This is an example of the well intentioned works being undertaken on site, but due to the lack of suitable and adequate funds and appropriate qualified guidance these works may be degrading the heritage fabric and exposing people to possible risk.

Figure 2.7 Master Plan (key management strategies) from the last Conservation Management Plan for the Historic Precinct (Sam Rando 2008)

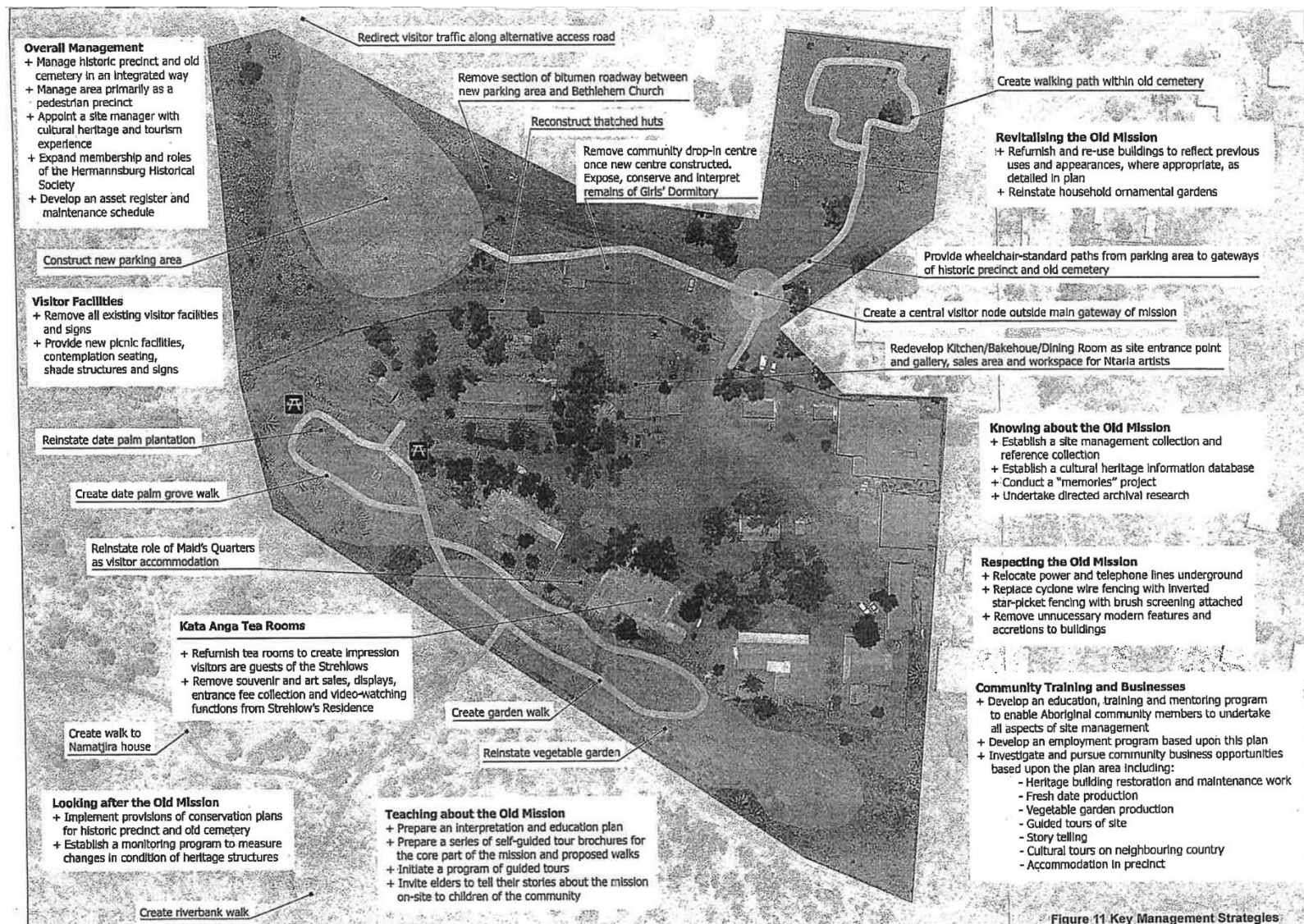


Figure 11 Key Management Strategies

There is a need to revisit the Implementation section of the Plan of Management (Rando 2008) to reset the actions to reflect priorities and resources available or planned to come on line.

Since the Conservation Management Plan, there have been changes to the location of vehicle parking and arrival experience that have improved the visitor amenity within the central area. However, the current arrival experience is still akin to coming in through the back door. The Finke River is the front entrance from which the Lutherans first arrived and chose the higher ground. Contemporary visitor management of key sites like the Grand Canyon (USA) , Echo Point (Blue Mountains) and 12 Apostles (Victoria) have not only pulled traffic back but realigned the arrival experience to reinterpret the original arrival of those that found it. This is an opportunity for consideration.

On arrival, there is no orientation interpretation, to introduce the story and set visitors up with the big picture of the story, the layout of the site and how to make the most of their visit. This is an opportunity for consideration.

There is insufficient room for retail to display art within the ticketing building. There is an opportunity to reconsider making more space within the building, relocating and creating more space, or establishing an alternative location outside the Precinct, where there might be more space, and potential trade.

Throughout the site, there is a wide ranging collection of different interpretation signs, labels and displays. This is most obvious in the Tannery, where there are five styles in the one space. Contemporary interpretation either sets one size and style throughout, or establishes a clear hierarchy reflecting an increasing level of depth and engagement – allowing visitors to choose a big picture, further examination or detailed immersion. Replacing the interpretation with a clear hierarchical structure is an opportunity for consideration.

There is minimal Aboriginal story being shared, and there are no local Aboriginal people telling the story. This would add great relevance, connection and emotional impact, and is an opportunity for consideration.

The collection of over 100 artworks that is housed within the precinct has recently been assessed of being of national significance. The collection currently is not realising its potential to contribute to the interpretation of the site and some artworks have been relocated to a temporary workshop/gallery space which is not suitable for the long-term presentation of the collection.

The Tannery has significant potential to interpret the industrial / commercial aspect of the Mission, but it has been allowed to evolve into a confused museum, crowded with a diverse collection of artefacts and stories that have no relationship to the building and no clear separation of themes.

The only buildings with a simple and strong use of interpretation at the school classroom, with its clever writings by the teacher around the walls (giving it a feeling as though the class has just left for a short while) and the church when Aboriginal choir singing is played on a discreetly placed cd player. More of this creative approach is encouraged.

There are accommodation buildings on site not critical to telling the key stories of the site. There is not enough short term accommodation in Hermannsburg . There is an opportunity to reintroduce short term accommodation in former accommodation buildings.

2.4 Other attractions

Tnorala (Gosse Bluff)

Tnorala (or Gosse Bluff Conservation Reserve) is Aboriginal freehold land owned by the Tnorala Association and leased to the Northern Territory Government as a Conservation Reserve. It is also a registered Sacred Site. It is a place of great

cultural significance to the Western Arrarnta Aboriginal people, as well as one of international scientific interest. The Reserve is a registered sacred site and traditional owners welcome visitors to experience Thorala's magic, but ask people to respect the area and obey signs where access is not permitted.

The Aboriginal and scientific interpretation of the Bluff are similar in that both have a celestial origin.

- A Western Arrernte story attributes its origins to a cosmic impact: in the Dreamtime a group of celestial women were dancing as stars in the Milky Way. One of the women grew tired and placed her baby in a wooden basket ("turna"). As the women continued dancing, the basket fell and plunged into the earth. The baby fell to the earth and forced the rocks upward, forming the circular mountain range. The baby's parents, the evening and morning star, continue to search for their baby to this day. The turna can be seen in the sky as the constellation Corona Australis
- Around 142.5 million years ago an object from space, believed to be a comet about 600 metres across, crashed to earth, blasting a crater some 20km across. Today's land surface is about 2km lower than the original impact surface and the bluff is about 5km in diameter, reduced over time by erosion.

The site has a sense of neglect in comparison with the West MacDonnell Ranges. There are two short walks inside the crater – one to gain a view of the structure, and the other to a rudimentary lookout to view the centre of the crater. The content on the interpretation signs attempts to briefly tell the two stories of creation, but the content is worn away.

The site has basic interpretation at Tylers Pass and at a rudimentary lookout inside the crater. We believe that there is significant untapped potential to interpret this site in a more magical way, with a strong Aboriginal perspective.

Figure 2.8 Arial view and rudimentary lookout into the crater area



Palm Valley

Palm Valley, within the Finke Gorge National Park, is an east-west running valley in the Krichauff Range 123 km (138 km by road) southwest of Alice Springs in the Northern Territory, Australia. Palm Valley and the surrounding area is the only place in Central Australia where Red Cabbage Palms (*Livistona mariae*) survive. The nearest specimens are 850 kilometres away in Queensland. The surrounding region is largely dry Central Ranges xeric scrub.

Palm Valley is home to a diverse range of plant species, many that are rare and unique to the area, including the red cabbage palm (*Livistona mariae*), which gives the area its name. There are around 3,000 adult palms and thousands of juveniles, which are extremely sensitive to visitor impact.

The site has been developed with camping grounds, access trails and signage.

Figure 2.9 Left - Parts of the 4WD road in are challenging, Right – the landscape is surreal and highly photogenic



The track to Palm Valley is still only accessible with a high clearance four-wheel drive vehicle, driven by experienced drivers. It departs from Hermannsburg and travels south, following the usually dry bed of the Finke River. Palm Creek flows into the Finke River from the west about 15 km (by track) south of Hermannsburg. The track follows the creek to Palm Valley about 5 km west of the Finke River.

The attraction is accessible all year round except when the Finke River is in flood. There is a fascinating history of early Central Australian tours taking people by camel from Hermannsburg to Palm Valley – a mini expedition! There are two known local 4WD operators currently taking visitors to Palm Valley.

We believe that if there was roofed accommodation in Hermannsburg it would increase demand for Aboriginal led 4WD tours from Hermannsburg to Palm Valley.

Namatjira elements

Albert Namatjira is one of Australia's great artists, and perhaps the best known Aboriginal painter. His western style landscapes – different to traditional Aboriginal art, made him famous (see **Attachment D** for more background).

The Hermannsburg region contains several key attractions to interest visitors:

- The surrounding landscape is a powerful reminder of what he saw and painted;

- Namatjira's home is located on the western outskirts of Hermannsburg ; and
- The Hermannsburg Historic Precinct contains a recently established gallery of Namatjira's paintings, and interpretive displays talk about his life in the area

None of these attractions are interpreted as powerfully and emotionally as they could be. The memorial for Namatjira on the eastern edge of town lacks creativity or interpretation. A more vivid contribution might have been a sculpture of him painting the landscape beyond, with a replica of the vehicle he drove alongside.

Figure 2.10 Unreadable interpretation sign at Albert Namatjira's home, and a memorial for him on the eastern edge of Hermannsburg



Hermannsburg

The town was established as an Aboriginal mission in 1877 by two Lutheran missionaries of the Hermannsburg Mission from Germany, who had travelled overland from Bethany in the Barossa Valley in South Australia. They named their new mission among the Western Arrarnta people Hermannsburg in Germany where they had trained.

In 1891, the missionaries left, but the settlement was continued by lay workers until, in 1894, Pastor Carl Strehlow arrived. Pastor Strehlow learnt and documented the Arrarnta language, and was involved with local people in Bible translation and hymn writing.

The language became known as Arrarnta in 1980. It is frequently referred to as Western Arrarnta people. People understand that there are Eastern Arrernte people, Anmatjirra and other language groups in nearby areas.

There has been a very long history of vernacular literacy in the community, beginning soon after 1877. The recent 'Western Aranda Picture Dictionary', published 2006, is just one publication in a long and rich tradition of reading and writing in the local Aboriginal language.

Pastor F W Albrecht succeeded Strehlow as mission superintendent in 1926. Around that time there were periods of severe, widespread droughts. Many people became sick and died. Despite these hardships, Albrecht and the community leaders succeeded in developing various enterprises: a reticulated water supply from nearby springs, a large vegetable garden and orchard, beef cattle ranching, and a tannery. They also supported the development of the school of watercolour landscape artists, which became one of the special heritages of the Hermannsburg area.

The mission land was handed over to traditional ownership in 1982.

The centrepiece of Ntaria as a tourism attraction is the Historic Hermannsburg Precinct, but there are several additional emerging experiences within the town area; including:

- Walking to the Finke River, which runs alongside the township, and is believed to be one of the oldest rivers in the world. Aboriginal children love to swim in the river and Aboriginal adults love to search the eastern banks for wild onions;
- The Hermannsburg potters have an international reputation for their works. While visits to the workshop are not yet encouraged, an alternative venue may offer a potential visitor experience⁶;
- The Ntaria Ladies Choir has performed since 1970 across the World – their music can be purchased, but local performances are few and far between for visitors to see;
- Some of the local Aboriginal people are extremely good at capturing, breaking in and handling the local brumbies, and have discussed establishing guided brumby rides; and

⁶ As part of consultation for this report, the manager of the facility advised that the potters wanted to continue operating in the current facility, where they could operate in privacy, without visitor interruptions

- There are some other emerging artists and craftspeople, making high quality leather fittings for brumby riding, and a building near bottom shop is training locals to improve this skill.

At this point in time, there is a lack of visitor experiences that engage people with the culture or place. The township feels unwelcoming to visitors as it is disorientating and somewhat private in presentation. The current campground is embedded in the township and does not offer a visitor experience of the central desert of any views or landscapes to enjoy the serenity and power of the West MacDonnell Ranges.

Figure 2.11 Crafts currently produced by local Aboriginal people in Hermannsburg



Wallace Rockhole

Wallace Rockhole is a Western Arrarnta Aboriginal Community located 120kms west of Alice Springs along the James Range. It is on the Urana Land Trust 25kms along the James Range and 40kms to the West MacDonnell Ranges. The

community was founded by the Abbott family in 1973 as an outstation of the Hermannsburg Mission.

While the attraction of Wallace Rockhole and its guided tour are known, related and authentic experiences are largely unpublicised in the tourism marketing channels, including:

- Guided rock art tour (see rock art and hand stencils, learn about bush medicine and bush tucker);
- Dot painting tour two hour experiences to see and learn about how Aboriginal dot art is made); and
- Working cattle station tour (self-drive 4WD tour to stockyard, bores, dams and cattle, billy tea and damper).

Figure 2.12 The Wallace Rockhole Community runs a pottery studio, offering items for sale and is experimenting with courses for visitors



The small town has a race course that holds an annual race event that is so well patronised by locals that it is as cultural as it is a sporting event.

The emerging experience that we believe offers ongoing opportunity for the town is the production of Indigenous pottery. The owner of the Wallace Rockhole Tourist Park has established a pottery studio and the quality of the work is steadily improving, with recent orders going to the Uluru Resort. Here is an opportunity to grow pottery lessons combined with immersion in an Aboriginal community. Adding

Aboriginal food, cooked in the hand-made pottery, would further strengthen the offer.

The Wallace Rockhole Tourism Park offers a few basic cabins, powered and unpowered campsites. The campsite has amenities buildings but needs reinvigoration. Declining visitation has stalled funds to get this work done.

2.5 Accommodation and food and beverage

Camping options

Camping is the main form of accommodation currently provided for. Camping ranges from free sites with no facilities, to basic facilities at a basic charge, to several privately run operations with amenities buildings. The main camping opportunities promoted are:

- Ormiston Gorge (showers and flush toilets);
- Glen Helen Resort (developed);
- Ellery Creek Bighole (flush toilets);
- Serpentine Gorge (basic);
- Two Mile (4WD only, basic, free camping);
- Redbank Gorge (basic);
- Hermannsburg (a private operation with basic facilities given the location and charge);
- Palm Valley (basic but very high standard); and
- Wallace Rockhole (a private operation with full amenities, but camp kitchen and recreational amenities are in need of reinvigoration).

Some campground operators believe that free camping works against their business and are annoyed when free campers sneak into their site to use their amenities without paying (e.g. Wallace Rockhole). Only one of the three privately run facilities is reasonably close to market needs (Glen Helen), so there is a

product gap for developed camping providing a high standard of amenities and recreational facilities.

Roofed accommodation

Roofed accommodation is extremely limited in the region.

The only regular offer is Glen Helen Resort, a former cattle station. The property offers approximately 30 three-star motel rooms, pool, restaurant and bar. The feature of the property is a tranquil and picturesque swimming hole (trapped section of Finke River), small gorge and steep / high cliff faces that provide a dramatic sense of place. However, most of the accommodation is poorly located to make the most of these natural assets. The rooms are outdated and the site generally is tired and in need of a major refurbishment. A Master Plan has been prepared, but does not appear to capture the sense of place or offer a distinctive experience that will re-strengthen the offer. Within the next year, the property owners (Ngurratjuta/Pmara Ntjarra Aboriginal Corporation) are planning to take over the operation from the current lessees, but it is uncertain what improvements they will make.

Figure 2.13 Frontage to Glen Helen Resort



Theoretically there are several self-contained cabins available to visitors at Hermannsburg. However, they are not located in a suitable visitor precinct, and out of date with contemporary visitor needs, and Top Shop management has used

these to staff temporary staff working at the Top Shop for some time, so they are generally not available for visitors.

Food and beverage

The food and beverage offer in the region is extremely limited and a weak point of the drive route, demonstrating the experience is largely structured for self-reliant campers rather than the touring market. There are three places where visitors can purchase food and beverage along the drive route - Ormiston Gorge, Glen Helen Resort and Hermannsburg.

There is a café / kiosk at Ormiston Gorge, generally open business hours, and selling refreshments.

The most substantial food offer is at Glen Helen Gorge, which offers kiosk foods, a bar and a restaurant. The licensed restaurant offers the only dinner and the only breakfast on the entire drive (see **Figure 2.14**).

Figure 2.14 Restaurant dining area at the Glen Helen Resort is consistent with the former use of the building as a cattle station, but could be part of property refurbishment



Hermannsburg offers take away food and basic groceries at the Top Shop and Bottom Shop. The Historic Hermannsburg Precinct offers morning and afternoon teas for most of the year. Their coffee, strudel and scones have the second-best reputation to the Glen Helen dinners. There is no prepared breakfast or dinner offer in Hermannsburg. For social reasons, the town has an alcohol ban for trade and consumption.

2.6 Strategic issues / opportunities

We identified several strategic issues constraining tourism, tourism development and the benefits it could bring to local communities:

1. Marketing of the region is yet to position it as a drive – once the Larapinta Drive is sealed west of Hermannsburg, repositioning should strengthen the appeal to the touring market, which is a growing market for the Northern Territory
2. The Hermannsburg Historic Precinct needs its Plan of Management (Rando 2008) Implementation section re-prioritised and funding needs to be provided for the high priority actions to be implemented within three years, or the site will lose its heritage significance and value as a tourism attraction
3. There is no regularly offered roofed accommodation in Hermannsburg – once this is offered, it will encourage touring markets to stop and stay overnight, which will increase demand for visitor experiences in the area
4. During construction of roofed accommodation for Hermannsburg Aboriginal led visitor experiences need to be concurrently delivered to provide reasons to stay more than one night – this requires significant capacity building in interpretation delivery and customer service
5. A governance model for Hermannsburg is needed that establishes tourism business operational skills that can manage the roofed accommodation and provide back of house business management for emerging local Aboriginal tourism businesses
6. It is time to reinvigorate the Glen Helen Resort to provide a core visitor experience and setting inspired accommodation – this will ensure that accommodation at Glen Helen and Hermannsburg can operate as a package to increase length of stay in the region among the touring markets

3.0 Strategic framework

3.1 Vision

We will offer visitors ways to progressively immerse themselves into our land and stories. We will reveal some of the ways that people have tried to help us, control us and work with us. We will offer our visitors an alternative way to see, understand and feel a contemporary Aboriginal perspective to Hermannsburg and surrounding region. We will share our challenges and our hope.

We will use these initiatives to create jobs, businesses and empowerment for our local Aboriginal community.

3.2 Target market

The NT Tourism 2020 Strategy aims to grow tourism by 3.1% per annum. Achieving this target will require growth across all markets with a specific focus on high growth, high yield market segments, including working holiday makers, cruise, business tourism, education, luxury and special interest tourism (e.g. bushwalking, bird watching, photography). The target for the domestic market is to grow visitor numbers by 2.4% overall from 2011-12 levels, with the majority of growth anticipated to come from high growth leisure (3.0%) and business tourism segments (2.5%). The 2020 Strategy proposes to:

- build and maintain traditional markets of UK, Germany/ Switzerland, US/ Canada and Japan; and
- target and invest in the international markets from China and Singapore, and to undertake targeted investment in key markets such as Italy, France, Scandinavia, Netherlands, Taiwan and Korea.

For the region, we believe that the target markets should be the Experiential Seeker⁷ domestically sourced from NSW and Victoria⁸, and internationally sourced from UK, Germany / Switzerland, US/ Canada, Italy, France, Scandinavia, Netherlands, who want interpretation and interaction, not just passive viewing, and who are travelling:

- as a fly / drive tourer into Alice Springs; and
- as part of a multi-night guided tour.

We do not propose to include other existing markets in the target segment, such as the long-haul family and grey nomad touring market, as they will come regardless, and represent a smaller yield potential for the region and Northern Territory.

3.3 Strategic directions

The six strategic directions recommended for this Masterplan are:

1. Introduce a recommended touring direction for the loop drive
2. Establish a new governance model for tourism in Hermannsburg
3. Develop a Cultural Campground at Hermannsburg
4. Develop horse riding tours in Hermannsburg
5. Revitalise Historic Hermannsburg Precinct
6. Other actions to strengthen tourism in the region

Strategic directions and supporting opportunities are presented in **Figure 3.1**.

⁷ See

http://www.tourism.australia.com/documents/corporate/marketing_experience_factsheet.pdf for a Factsheet on who the Experience Seeker is.

⁸ In the medium term there may be other target markets evolve. For example, progressive sealing of the Outback Way could increase visitors from Queensland and WA.

Figure 3.1 Master Plan for Hermannsburg Region



Table 3.1 Description of sites for Master Plan for Hermannsburg Region

Number	Description
3	Ormiston Gorge: To cope with crowding in peak season, the ranger's residence will be moved and additional camping facilities will be created in their space, and the café will be expanded to provide more food and beverages.
4	Glen Helen Gorge and Resort: Using a Master Plan, this critical accommodation site will be reconstructed to provide accommodation that more closely connects visitors to the spectacular cliffs, gorge and swimming holes.
5	Tnorala Aboriginal Starlight Storytelling (Gosse Bluff): Using a new viewing platform built in the shape of the crater and dramatic interpretation signs, this new experience will interpret the two very different stories about how the site was formed, that more dramatically tell the Aboriginal and scientific stories of its creation.
6	Namatjira's House: Develop a series of evocative interpretative signage installations set in the landscape that depict abstractions of his distinctive painterly style and stories of his extraordinary life.
7	Areyonga: After the Hermannsburg experience is reinvigorated and more visitors come to the region, this vibrant Aranda outstation community will start providing a very authentic and immersive experience of day to day life in an Aboriginal community.
8	Hermannsburg Heritage Precinct: The Plan of Management (Rando 2008) will be updated to direct future uses and provide a powerful direction for the interpretation of the site, then catch up conservation works will happen, then there will be a major upgrade of interpretation signage to reduce clutter and make sure the central story is told, then, at the same time as new accommodation comes to Hermannsburg, people will start arriving by walking from Larapinta Drive and through sculptures alongside the trail, relive the last segment of the first Lutherans arrival, then they will receive a full orientation at the back end of the site, and then the highlight – an Aboriginal storytelling facility for locals to share their stories about their relatives time on the Mission. Finally, some buildings will be adapted for Finke River Mission staff accommodation.
9	Aboriginal Led Guided 4WD Tours to Palm Valley: Develop aboriginal guided 4WD tour services to Palm Valley with support tour headquarters based in Hermannsburg.
10	Brumby guided tours: Local Aboriginal people will display their special horse skills, taking visitors on guided rides along the Finke River at sunrise and sunset, and during the day, offering the opportunity to walk the final steps of the Lutherans with horses laden with goods, to establish the Hermannsburg Mission.
11	Ntaria Cultural Campground: Comfort and culture, this new development will be the arrival point for day and overnight visitors. A Visitor Information Centre will promote and book local Aboriginal experiences, and it will not only display crafts from the Aranda community but also host local artists making them. Behind the centre will be tourist accommodation featuring air conditioned uniquely Aboriginal cabins, caravan / campervan sites and camping overlooking the Finke River and rugged Palm Valley range. Guests will explore in the morning, relax by a naturally landscaped pool in the afternoon, and engage in campfire storytelling at night.
12	Namatjira's Monument: Replace roadside memorial for Albert Namatjira with a more relevant depiction (e.g. Sculpture of him painting outdoors) and supporting interpretation signage

13	Wallace Rockhole: With a Cultural Campground accommodation established at Ntaria, it is proposed to further develop courses in Aboriginal pottery and food making, using the pottery.
14	West MacDonnell Lookout: develop a short walk and lookout to introduce the spectacular geology of the region and the attractions to come along the touring route.

4.0 Introduce a recommended touring direction for the loop drive

Recommended direction of driving the loop

It is recommended to promote and signpost the loop drive route as starting at the north-eastern end, and moving counter clockwise in a westerly direction along the West MacDonnell Ranges, turning south and then east and finishing with Hermannsburg and Wallace Rockhole.

The major rationale for this direction is interpretation based. The interpretation along the West MacDonnell Ranges starts with geography / geology, and quickly transitions into a second supporting dimension that is an Aboriginal perspective. The proposed direction offers a progressive transition from a non-Aboriginal to increasingly Aboriginal perspective. Visitors can adapt to this because as they travel the route, they are likely to become more relaxed, less distracted and more sensitive and aligned to learning alternative perspectives.

We are therefore proposing to progressively immerse visitors more and more into an Aboriginal perspective. The interpretation that could be offered at Hermannsburg and Wallace Rockhole should be driven by an Aboriginal perspective and presents a more immersive and challenging cultural interpretation than gained at West MacDonnell Ranges, and what most visitors are used to.

Other supporting reasons for this direction are:

1. The West MacDonnell Ranges section is familiar to marketers and some visitors, so it is easier to add onto this than make it second and lead with a new product
2. Most of the new product is in the second half of the route, and so is better positioned to incrementally grow and add value to the first half

3. It is immediately possible for increasing numbers of 2WD tourers to stay overnight at Glen Helen, and then Hermannsburg when proposed roofed and other camping accommodation is established.

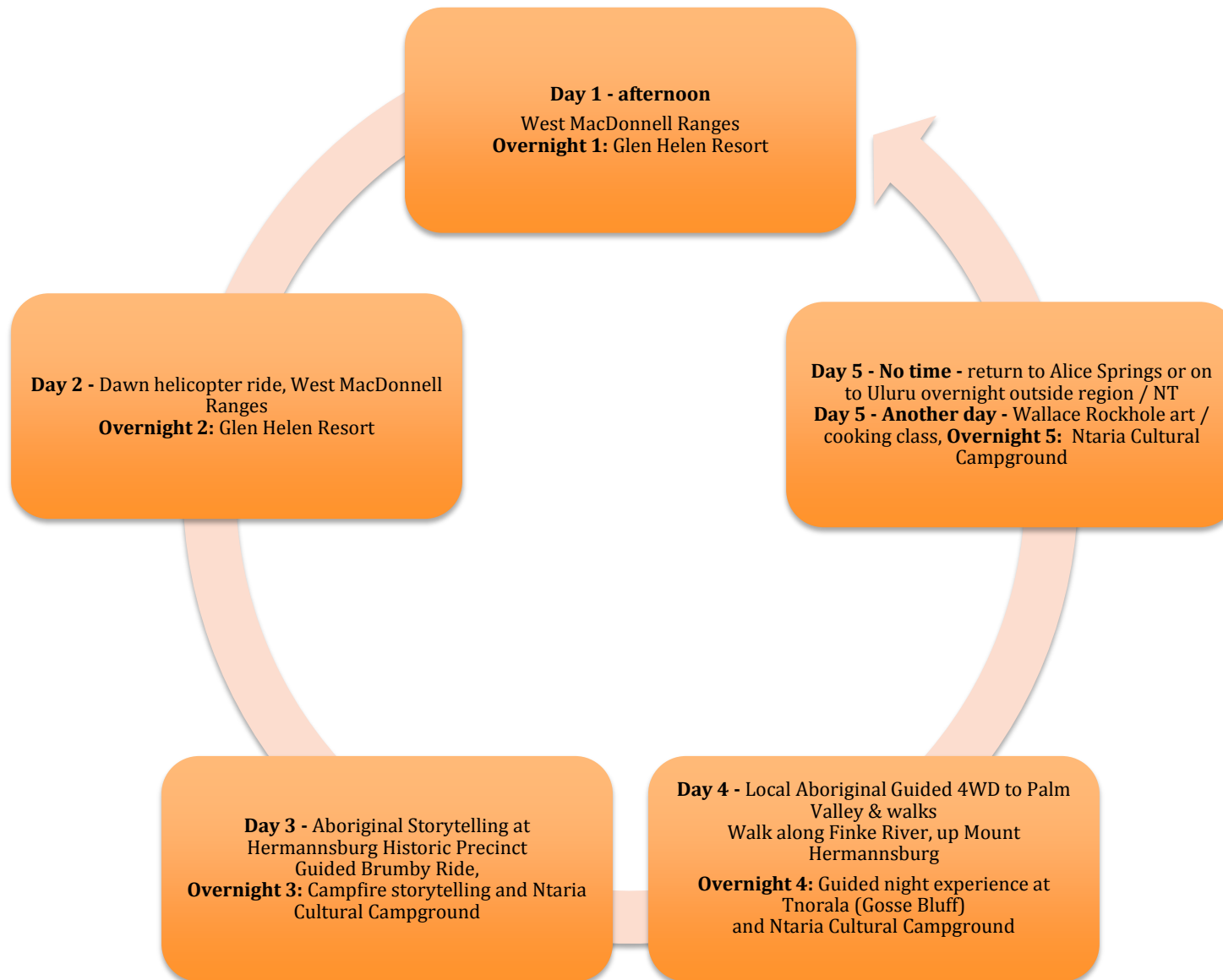
Recommended itinerary

While visitors may arrive from or drive onto Kings Canyon, we believe that the loop tour should be promoted as a three to four day / night experience out of Alice Springs (or Uluru). **Figure 4.1** presents an itinerary for this model which could be structured, and suggests that it could even stretch to a five day / night-night stay if more product, such as Wallace Rockhole or Homestays were developed.

We also believe that there may be a subsequent opportunity, for:

- a tag along tour from Hermannsburg up the Finke to Glen Helen, lunch at Glen Helen and back to Hermannsburg; and
- homestay accommodation to be developed in outlying homelands, offering an even deeper degree of immersion into local Aboriginal culture (however, we recommend that this is not considered until the strategic recommendations are established and proven, so that there is a strong visitor base to build from).

Figure 4.1 Concept for lead experiences for an optimum four day / night stay in the region



5.0 Establish a new governance model for growing tourism in Hermannsburg

5.1 Finding tourism expertise

There are local Aboriginal people interested in establishing tourism businesses in Hermannsburg and surrounding parts of the region. However, they have faced significant constraints to growing successful business, including:

- lack of capital;
- lack of 'back of house' skills (e.g. business, marketing, interpretation and customer service);
- history of standard, formalised training not delivering good outcomes;
- preference not to engage in the backend of business management tasks (book keeping, marketing and general business management); and
- cultural expectations limit reliability of service to visitors.

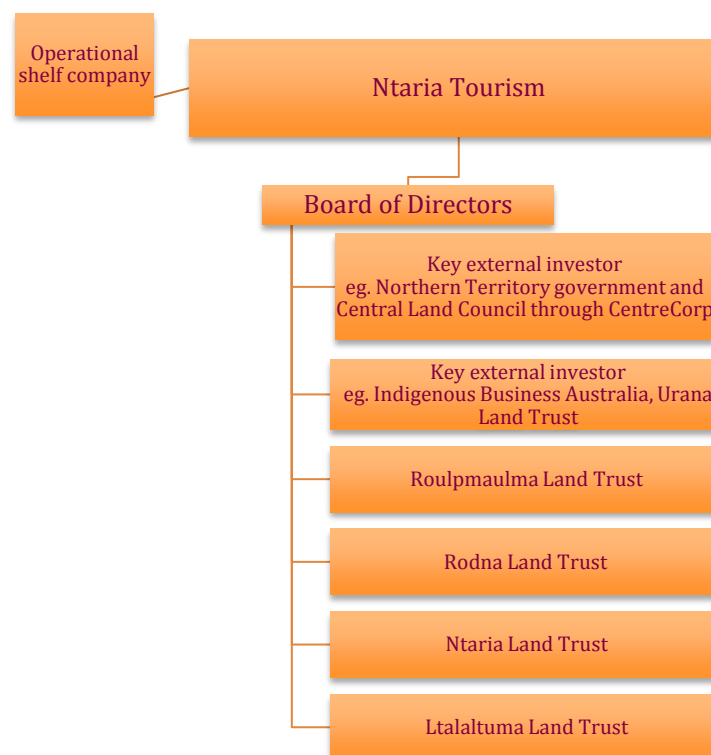
Four potential responses are:

1. Capacity building and mentoring by locally based, established / successful tourism operators – but, these operators are not based in the local area
2. Capacity building and mentoring through tourism operators based in Alice Springs – this may not be a consistently available resource
3. Back of house service provision from the Ngurratjuta/Pmara Ntjarra Aboriginal Corporation – this could help with mainstream administrative and business services, but the Corporation is yet to grow significant tourism experience
4. Establish a locally based lead source of expertise, via a major business that offers marketing / booking, back of house service, capacity building and mentoring – this proposition is recommended via the proposed Ntaria Cultural Campground operation, and is explained in **Section 5.2**.

5.2 Setting up a governance structure

We recommend a governance model that takes some of the key elements of the model built for Lirrwi in East Arnhem (see **Attachment A**) but with a narrower support role for other businesses. The centrepiece would be a Not for Profit Company limited by guarantee (tentatively named Ntaria Tourism), managed by a Board of Directors sourced from the principal investors, and as many of the five local Aboriginal families prepared to join as possible, as shown in **Figure 5.1**.

Figure 5.1 Proposed governance model for growing tourism in Hermannsburg



Shares and progressive shift to local ownership

The model could establish a share model for the Directors, based on their land and financial contribution. It is anticipated that one of the financial partners would be the Northern Territory government, through funding of more than \$2M of the works. The model could include a built in transfer of these shares from government to the participating families through:

1. The Northern Territory government share being transferred in three stages
 - The first trigger could be when Aboriginal storytellers at Hermannsburg Historic Precinct have been successfully operating for 12 months
 - The second trigger could be when the Aboriginal led Brumby Guided Tours have been successfully operated for 12 months
 - The third trigger could be when Aboriginal led guided 4WD tours to Palm Valley have been operating for 12 months

The assumption with the transfer of shares from the government to local Aboriginal people, is that local Aboriginal people establish tourism businesses and that the tourism operation run by *Ntaria Tourism* help these people build the tourism businesses into more viable propositions.

Private sector investment and an operating company

It is also anticipated that the private sector might want to be an investor. One potential investor is Indigenous Business Australia (IBA). **Attachment B** provides a background to IBA. **Attachment B** confirms that the IBA are ideally aligned to achieving financial, economic and social goals for local Indigenous communities. **Attachment B** also reveals that IBA already own several similar properties to the proposed Ntaria Cultural Campground. To protect and grow the value of the asset, the IBA have a special relationship with the private tourism operation Cooee Traveller. Cooee Traveller provide specialised management services for Indigenous businesses, such as:

- Business management;

- Indigenous engagement;
- product development; and
- asset management.

If the IBA were to become an investor in *Ntaria Tourism*, they could then engage Cooee Traveller to provide the lead operational management services for its investment. *Ntaria Tourism* could establish an operational shelf company to trade on its behalf, operated by Cooee Traveller.

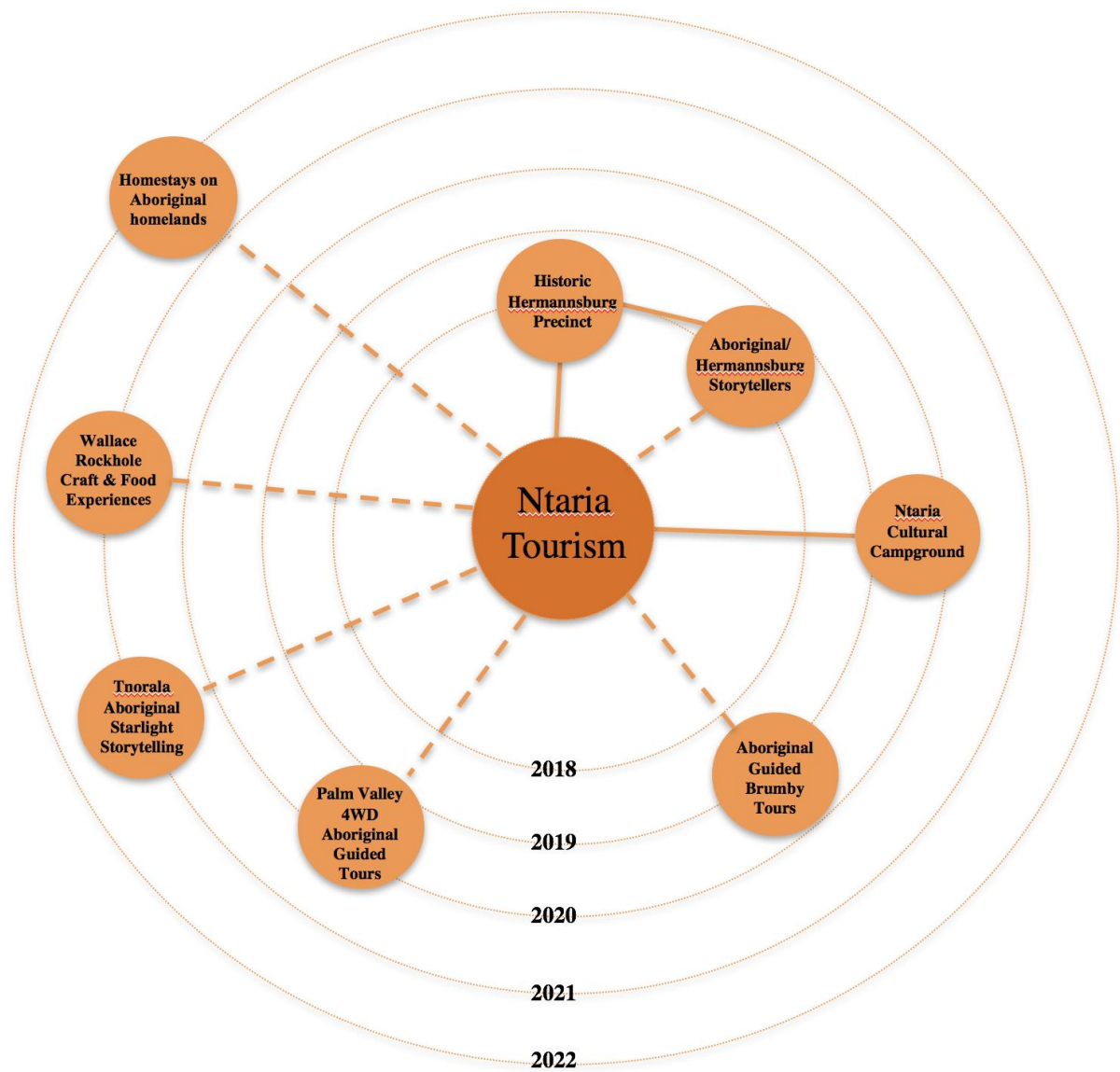
Private sector investment and an operating company

Drawing on a version of the Lirrwi model, it is also proposed to use the operational shelf company to

1. Hire staff and contractors needed to operate the Ntaria Cultural Campground
2. Take on the commercial management of the Hermannsburg Historic Precinct
3. Provide services to local tourism operators that could include:
 - Marketing and booking services, charged at cost
 - Back of house tourism business administration, charged at cost
 - Mentoring of emerging businesses

Figure 5.2 illustrates how model could evolve over five years.

Figure 5.2 Proposed model to integrate the core operations of Ntaria Tourism with local tourism operations (hard line is direct management, dotted is support role)



6.0 Introduce a Cultural Campground at Hermannsburg

6.1 The concept

Comfort and culture, this new development will be the arrival point for day and overnight visitors. A Visitor Orientation Facility will promote and book local Aboriginal experiences, and it will not only display crafts from the Western Arrarnta people community but also host local artists making them. Behind the centre will be tourist featuring air-conditioned uniquely Aboriginal cabins, caravan / campervan sites and camping overlooking the Finke River and rugged Palm Valley range. Guests will explore in the morning, relax by a naturally landscaped pool in the afternoon, and engage in campfire storytelling at night.

6.2 The design intent

A detailed assessment of the potential location of the Ntaria Cultural Campground was completed during this study, considering a wide range of site influences, cultural considerations, technical services considerations, site capacity and access, views and land tenure. The two Options A & B are shown on the Hermannsburg Context Plan (see **Figure 6.1**). Based on comment and advice received from the Traditional Owners, in consideration of establishing an appropriate distance from the township to provide adequate separation to mitigate potential cultural impacts, the preferred location is Option B. This preferred site is located on the elevated and treed western bank of the Finke River, with excellent views, direct road access and high visibility of the Visitor Orientation Facility to tourist arrivals to Hermannsburg, as indicated on the context plan. A detailed technical investigation and assessment of the locations will be completed during the Feasibility Study of the Cultural Campground to confirm the feasibility of site Option B.

Figure 6.2 presents a Concept Plan for the Ntaria Cultural Campground. The design intent of the Cultural Campground is as follows:

- Located in proximity to Hermannsburg on the southern side of Larapinta Drive, outside the no alcohol zone so as not to disturb Hermannsburg residents.
- The Ntaria Cultural Campground (NCC) will bring significant trade to the Hermannsburg businesses and employment and training to local residents.
- The NCC is located above Finke River flood extent.
- The NCC will provide 3 layers of accommodation
- Direct vehicle access from Larapinta Drive for tourists driving the Mereenie Loop
- 25m swimming pool with lush and shady landscaping,
- Generous communal open space area for informal recreation surrounded by indigenous overstorey trees.
- Walking trails connecting NCC to Hermannsburg Heritage Precinct and beyond along the Finke River.
- Well-appointed amenity block with toilets, shower and laundry.

The design intent of the Visitor Orientation Facility could include the following elements:

- The Visitor Orientation Facility would be located at the front of site to attract passing vehicle traffic on the southern side of the Mereenie Loop
- A manager's residence located behind the Visitor Orientation Facility
- The Visitor Orientation Facility could provide diverse and engaging information regarding bookings for cultural tours, events, experiences and offer locally produced cultural artefacts, and a cafe.
- The Centre would provide a booking service for local tourism businesses.
- Local craft display and demonstration area in the Visitor Orientation Facility with local artists in residence (collect audio visual display material of art and craft production for use when artists/craftspeople are not in residence).

Figure 6.1 Site context Plan for a Cultural Campground Hermannsburg, shoeing siting options A and B (preferred)

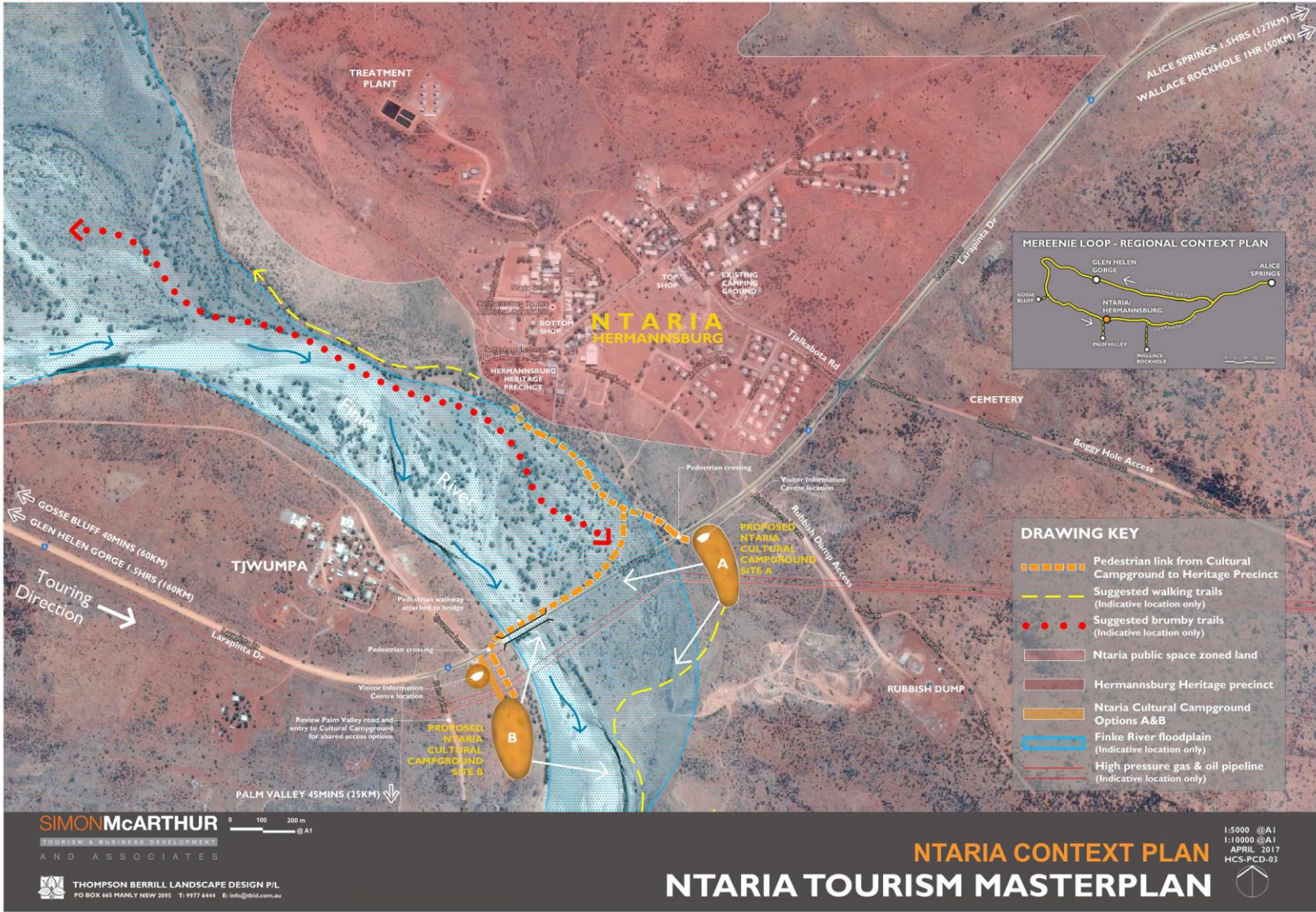


Figure 6.2 Concept Plan for a Cultural Campground at Hermannsburg



6.3 Accommodation types

The NCC will provide three layers of accommodation starting with high value pre-setup cabins on elevated timber decks with spectacular views over the Finke River floodplain and ranges, attractive timber cabins nestled in native vegetation and spacious van and camping sites amongst planting. **Figure 6.3** presents a montage of cabins from which design elements could be chosen. It might also be possible to construct cabins using shipping containers. This offers cost effective options and can be designed to look quite creative, as shown in the examples in **Figure 6.4**. **Figure 6.5** presents an Artists Impression of the view of the Hermannsburg landscape from a cabin deck.

Figure 6.3 Montage of accommodation for inspiration into hard roofed accommodation



Figure 6.4 Montage of accommodation built from reused shipping containers



Figure 6.5 Artist impression of the accommodation experience at Ntaria Cultural Campground



7.0 Develop brumby riding tours at Hermannsburg

7.1 The concept

Local Aboriginal people could display their special brumby skills, taking visitors on guided rides along the Finke River at sunrise and sunset, and during the day, offering the opportunity to walk the final steps of the Lutherans with horses laden with goods, to establish the Hermannsburg Mission.

Figure 7.1 Concept images supporting the proposed brumby riding tour products



The brumby riding tours could include day or overnight rides along the Finke River to Glen Helen Gorge, a ride through the ancient landscape of the West MacDonnell landscape. The brumby tours should be operated out of Hermannsburg, as close to

the proposed cultural campground as possible, where the vast majority of the visitors are based. If guests see groups departing or arriving, they are more likely to want to take a tour. Local community members already have specialist brumby capture and training skills, which could be showcased to tourists as part of a package tour.

Specific leather crafts related to horse riding are being made in Hermannsburg by young residents, which would be sold in a display area.

7.2 Development needs

To establish the proposed tourism experience would require:

1. Registering a new business, developing a business and marketing plan, sourcing capital, procuring insurances, recruiting staff
2. Identifying a site for brumby stables that is close to the cultural campground
3. Constructing horse stables and yards for brumby handling, holding and saddling
4. Identifying suitable routes for the tours, gaining approvals⁹ for access, and marking a trail for the groups to follow
5. Sourcing and breaking in a stable of brumbies for use by inexperienced riders
6. Purchasing brumby riding and maintenance equipment
7. Developing stories, activities and food and beverage offer for each tour route
8. Training local Aboriginal guides in brumby riding, storytelling, food and beverage, customer service and training in risk management
9. Piloting the tours with volunteer customers, then refining the product to reflect feedback

⁹ A business plan would be required to address some key areas- horse husbandry, weed management, environmental impacts

10. Running a photo shoot of a brumby tour for marketing collateral, and producing marketing flier and website content
11. Mentoring and management assistance

8.0 Revitalise Historic Hermannsburg Precinct

It is recognised that there are recently produced business and marketing plan for the Historic Hermannsburg Precinct, and that an Interpretation Plan has also been flagged as worth undertaking. At the strategic level, to revitalise the Historic Hermannsburg Precinct we recommend seven actions:

1. Update the Conservation Management Plan
2. Conduct catch up conservation works
3. Replace interpretation signs and displays
4. Change principal arrival experience
5. Introduce and support local Aboriginal storytelling
6. Reintroduce accommodation as a use of surplus buildings
7. Introduce a more commercial management arrangement

These seven actions are outlined below. **Figure 8.1** presents the Draft Concept Plan for revitalising the Historic Hermannsburg Precinct.

8.1 Update The Plan of Management (Rando 2008)

As noted earlier, the last Hermannsburg Historic Precinct Plan of Management (Rando 2008) provides an excellent history, situation analysis and framework, but contains a confusing collection of recommendations that need to be revised into a new Implementation Plan. We recommend seeking funding from the Heritage Commission to update the Plan and specifically:

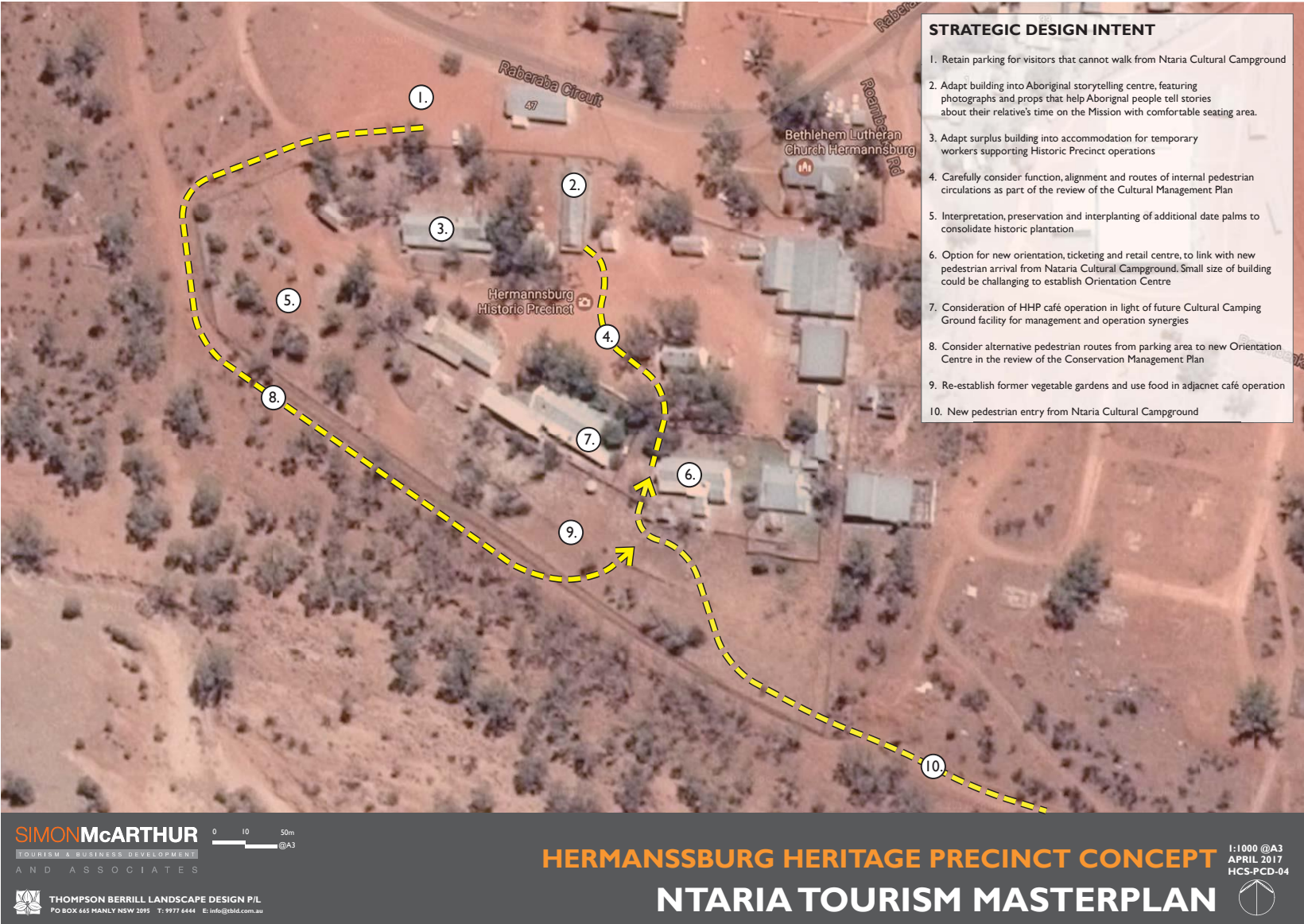
1. Update the situation assessment to reflect what has been implemented

2. Update the policy and actual use of building use policies
3. Form a clear site plan of the property for ongoing use, and adapt a version to show ongoing acceptable / ideal uses all the buildings
4. Identify critical catch up conservation works to stabilise buildings, landscape and moveable heritage that is critical to the heritage significance of the property
5. Formulate a structure for interpretation of the Precinct that identifies the core stories and messages to guide new interpretation signs and displays¹⁰
6. Clarify responsibilities for management of the heritage values of the site and management systems and communication to ensure that the values for which the site is listed on the NT Heritage Register and the National Heritage List are maintained and not impacted by incremental decisions and developments.
7. Update the Implementation Section of the CMP to re-prioritise actions
8. Formulate a budget for the conservation catch up works
9. Establish a monitoring and reporting system for the responsible authority or entity to ensure that the new conservation management plan is an effective operational document

To do this work in an integrated manner, we recommend expertise to quickly and efficiently address this on site and through a collaborative workshop. This could involve the CMP author, an engineer skilled in heritage structures to guide urgent building conservation works, a landscape architect, an interpretation planner and a tourism and visitor management expert.

¹⁰ The interpretation structure would have separated the themes / messages / stories to be told via orientation / interpretation signs (for a high level explanation) and those that should be told using face to face interpretation (particularly by local Aboriginal people)

Figure 8.1 Concept Plan for revitalising the Historic Hermannsburg Precinct



8.2 Conduct catch up conservation works

As identified earlier, urgent catch up conservation works are required to prevent irreversible loss of heritage value across some of the buildings, landscape and moveable heritage. This will require a staged approach, addressing the highest priorities first, but also considering how to achieve economies of scale for some work (such as wall rendering).

We also recommend the development of an ongoing conservation works program to maintain highly significant elements on an ongoing basis. Accompanying this should be guidelines and a budget for the works, and training for local people to undertake the work through an existing, professional and responsible local contractor.

8.3 Replace interpretation signs and displays

We recommend that an interpretation consultant be engaged to use the interpretation structure within the revised Hermannsburg Historic Precinct Plan of Management (Rando 2008) to plan and then produce a set of interpretation signs that interpret the core stories that form the cultural significance of the site. This would leave more detailed and personal stories to be told by other media. As part of this process, the old interpretation signs should be removed.

We also recommend reviewing the display of the artworks collection on display. A high-quality display space should be placed within one of the buildings appropriately adapted for this purpose. With a suitable standard of interpretation, this aspect of the precinct will considerably support the marketable attraction of the destination and the depth of the experience provided on site.

8.4 Change principal arrival experience

The principal arrival experience of the site should be reset to provide a full introduction to the story of the Mission and an outline of the site and its attractions, so that visitors have a clear idea of what to do and where to go. There are two options to address this:

1. Adapt the front half of the existing visitor arrival building (see **Figures 8.1**) and sensitively fit it out with orientation interpretation panels.
2. Move the arrival function to the other side of the property in buildings alongside the food and beverage operation, and link up with a trail from Namatjira Drive.

Assuming the Cultural Campground is built, then we recommend the second option of moving the arrival to the Finke River side of the property. Visitors could then walk from the proposed Cultural Campground, across the Finke River and towards the Mission along a new trail that interprets the arrival of the first missionaries, using interpretation signs and perhaps even some sculptures alongside the trail.

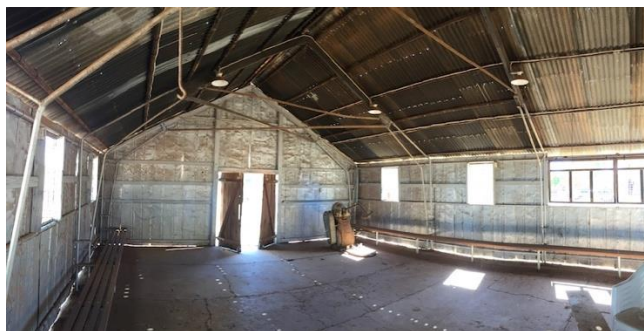
8.5 Introduce and support local Aboriginal storytelling

Aboriginal storytelling should be the most important and powerful interpretation experience offered at the Historic Precinct. We propose that local Aboriginal people share stories about their relatives experience at the Mission – how they lived there; what they thought of the Missionaries approach; what worked and what didn't. Supporting the storytelling should be various props, such as photographs, maps, and objects associated with life on the Mission. There could be recordings of singing that could also be shared. Towards the end of storytelling, it would be ideal if the storytelling moved onto what legacy the mission life has left, including how local Aboriginal people engage with the religion today and what day to day life in Hermannsburg is like.

To help make the storytelling more comfortable, it is proposed to adapt the former Kerosene Shed to provide several clusters of lounge seating, so that several storytellers could operate at the same time, for groups of up to 10 people. Around the walls would be pictures, maps and props that the storytellers could point to and interpret. Having the building heated in winter and cooled (air conditioned) in summer would create the most comfortable space on the site, acting as a relief from the weather and so a welcome break from outdoor exploring.

The building is currently divided in half, with the back half adapted for retail, and the front half (**Figure 8.2**) not currently used. Storytelling fit out could be phased to start in the used front half, and expand into the back half later, when a new arrival building is fitted out.

Figure 8.2 Unused front half and inside of the Kerosene Shed



To establish the proposed tourism experience would require:

1. Registering a new business, developing a business and marketing plan, sourcing capital, procuring insurances, recruiting fellow storytellers so there was a pool and the product was not reliant on one person
2. Adapting the former Kerosene Shed into the Storytelling Lounge
3. Researching the stories and converting them into story scripts
4. Sourcing props to help tell the stories
5. Training in storytelling and customer service
6. Piloting the storytelling with volunteer customers, then refining the product to reflect feedback
7. Running a photo shoot of the storytelling for marketing collateral, and producing marketing flier and website content

8.6 Reintroduce accommodation as a use of surplus buildings

There are a number of surplus buildings on the site that do not require access inside to interpret their stories and significance. The best way to maintain heritage buildings is to use them. We propose that some of these buildings could be fitted out for use as short-term accommodation, for volunteers that cannot afford and acquire cost effective accommodation elsewhere. The specific buildings to be used in this way could be identified as part of the revised CMP (**Section 8.1**).

8.7 Introduce a more commercial management arrangement

The Historic Precinct is hamstrung by insufficient capital for conservation, interpretation and revenue generation. It is also constrained by a lack of

commercial acumen to run it. The Finke River Mission recognise the issue, but cannot recruit and install a commercial position without more revenue being generated from the Mission to fund the position.

A cost effective alternative could be a part time position shared with the proposed Cultural Campground. This would also permit greater commercial integration between the two operations.

9.0 Enabling actions to grow capacity

To support the lead strategies, we recommend a collection of supporting actions designed to strengthen the competitiveness of the region:

1. Develop craft production in Hermannsburg
2. Support the growth of local Aboriginal led 4WD tours to Palm Valley
3. Transition Wallace Rockhole to focus on craft and food making experiences
4. Develop an interpretation platform introducing the geography of the West MacDonnell Ranges
5. Create Tnorala Aboriginal Starlight Storytelling
6. Replace the interpretation signs at Albert Namatjira's home
7. Replace the sculpture on eastern edge of Hermannsburg commemorating the life of Albert Namatjira

These actions are further explained below.

9.1 Develop craft production in Hermannsburg

Section 2.4 identified craft production in Hermannsburg as an emerging industry. Further developing craft production for sale in Hermannsburg would enrich the experience, increase visitor spend in the community and so enhance employment opportunities. Craft sales to tourists increase when tourists can see the product being made, and take with the artist. We therefore recommend to:

- establish a craft production area, as part of the proposed visitor information service and check in area for the Cultural Campground; and
- move the local art sales from the historic Precinct to a larger area adjunct to the art display area.

Day visitors and guests of the Cultural Campground could then see local art being made, talk with the artist, get connected and inspired, buy the art.

To facilitate this initiative would require:

1. Identifying sufficient artists that would be prepared to participate, and creating a program that maximises presence when visitors are most likely to be present
2. As part of the design of the Cultural Campground visitor information / reception area, designing and constructing:
 - a demonstration area with supporting storage, washup and other facilities required
 - a display and sales area for different types of artwork (e.g. paintings, ceramics, leatherwork etc.)
3. Establishing policies and procedures for customer interactions and art sales
4. Constructing the building at the same time as the Cultural Campground
5. Mentoring participating artists to help with their customer interactions

9.2 Support the growth of 4WD tours to Palm Valley

Concept

An Aboriginal guided 4WD tour to Palm Valley would differentiate the experience from a self-drive independent visit. When the Cultural Campground is built, there will be significantly more potential customers to help this product grow.

Support

To assist grow this product using local Aboriginal people, we recommend:

1. Developing a policy of maintaining the rugged 4WD access only route, without a road upgrade, to maintain the barrier that 4WD provides to keep 2WD vehicles out of the site (an access upgrade to 2WD would mean significant destruction and change to the extraordinarily beautiful and natural creek valley).
2. Set back the arrival parking area below from its current point to enhance the arrival experience, specifically:
 - establishing a car parking area below the Palm Valley site; and
 - establishing a walking trail and boardwalk experience linking the site to the walking track, to increase the sense of arrival through interpretation signs talking about the historic tours to the site.
3. Developing a Palm Valley 4WD tour headquarters and depot in Hermannsburg where vehicles can be stored, serviced and tours arranged. This would provide opportunities for a new local business that can train and employ drivers / tour guides, require specialist operational and financial management of the operation.
4. Purchasing and maintain a fleet of specific 4WD vehicles for the operation, which requires specialist expertise and measurement.
5. Developing a guided tour featuring stories, interactive activities, walks and food and beverage that provides a truly local Aboriginal perspective on the Palm Valley.

6. Piloting the tour with volunteer customers, then refining the product to reflect feedback
7. Running a photo shoot of the tour for marketing collateral, and producing marketing flier and website content
8. Later, there may be merit in training guides that are available from other commercial tour operators travelling to Palm Valley, so that their interpretation is consistent in its messaging with the local tours

9.3 Transition Wallace Rockhole to focus on craft and food making experiences

Concept

With visitor accommodation established at Hermannsburg, we recommend to transition Wallace Rockhole from an attraction (The Rockhole) to facilitated immersive experiences based around Aboriginal art and food. We recommend to further develop the pottery and art classes at Wallace Rockhole, into half day and day products. We also recommend developing a two-day proposition involving art in the first day and morning of the second, and then cooking classes in the afternoon, using the pottery made on the premises.

Visitors would stay at the Ntaria Cultural Campground and commute to Wallace Rockhole.

We do not recommend sealing the road to Wallace Rockhole for tourism purposes. Like Palm Valley, we believe that leaving the sealed road to visit these destinations differentiates them as being more authentic – something that will become more and more special over time.

Support

To assist the owner of the Wallace Rockhole Indigenous Pottery operation, we recommend providing the following funded support:

1. Providing some artistic direction support, to provide local potters with some options for alternative designs
2. Providing some training support in developing cooking courses
3. Providing a demonstration kitchen and cooking area for classes
4. Piloting the courses with volunteer customers, then refining the product to reflect feedback
5. Running a photo shoot of courses for marketing collateral, and producing marketing flier and website content

9.4 Develop an interpretation platform introducing the geography of the West MacDonnell Ranges

Concept

The geology of the West MacDonnell Ranges is spectacular but very difficult to appreciate along the drive because there is no elevated lookout point. All attractions are located in the valley floor or at the gorges, with the exception of the walks along the Larapinta Walk. We recommend to develop a short-steeped walk and spectacular lookout⁹ towards the beginning of drive route, where the hills rise on both sides of the road, to introduce the dramatic exposed rock geology of the West MacDonnell Ranges and provide geographical information and promotion of the attractions to come along the Mereenie Loop route.

Support

To assist deliver this experience, it is recommended to:

1. Review alternative locations and select one that offers the most spectacular view of geographical features against a relatively easy physical exertion¹¹
2. Integrate the recommended site into the Tjoritja Ranges National Park planning and budgeting process
3. Commission an interpretation specialist to research the story, input to the design of the platform, prepare text and manage interpretation sign production
4. Design and construct the parking area, walking trail and platform, and install the interpretation signs

9.5 Create Tnorala Aboriginal Starlight Storytelling

Concept

It is proposed to create Tnorala Aboriginal Starlight Storytelling. This would be a night time interpretive experience at Tnorala (Gosse Bluff). It would draw on the powerful ancient cultural and geotechnical stories of its formation. The tour would depart from Hermannsburg and operate at Tnorala for approximately an hour. On arrival, the guide would set a small fire to provide a focal point for the group, warmth in winter and a welcome glow on the faces of the participants, and the aboriginal guide as the story of unfolds. As customers gazed upwards into the night sky, the guide would slowly reveal the non-Aboriginal and then Aboriginal stories, and finish with a supper (see **Figure 8.3**). To support the experience, a new bespoke elevated viewing platform would be built in the abstract shape of the crater. The platform designer would give careful consideration to the Tnorala story, access, views and materials. Deckchair like seating could increase comfort and help customers to look upwards

¹¹ The location of this lookout would be subject to feasibility assessment to maximise views and minimise vertical height and degree of difficulty, with staged lookout options to cater to different levels of ability

Figure 8.3 Artists impression for the proposed Tnorala Aboriginal Starlight Storytelling Experience



Support

1. Integrating the recommendation into the Tjoritja Ranges National Park planning and budgeting process
2. Commissioning an interpretation specialist to research the Aboriginal and non-Aboriginal stories, and build them into substantial stories that could interact with and involve the group.
3. Designing a viewing platform that was accessible, elevated and large enough for a small controlled fire to be lit by the guide, and for 10 – 15 visitors to be comfortably seated around it.
4. Registering a new business, developing a business and marketing plan, sourcing capital, procuring insurances, recruiting guides
5. Arranging a shared use of a suitable vehicle with another operator (e.g. local school) using 4WD vehicles from the Palm Valley Tour
6. Developing stories, activities and food and beverage offer for the experience
7. Training guides in storytelling, food and beverage and customer service
8. Piloting the tours with volunteer customers, then refining the product to reflect feedback
9. Running a photo shoot of a tour for marketing collateral, and producing marketing flier and website content

9.6 Replace the interpretation signs at Albert Namatjira's home

Concept

Develop a series of interpretive installations that depict the development of Albert Namatjira's iconic and distinctive painterly style, with sensitive and creatively designed installations with depictions and abstractions of his paintings with stories of his extraordinary life. The installation would be set in the landscape surrounding

the house, which offers panoramic views of his country. This installation would offer visitors an insight into the cultural importance of the landscape by celebrating the exceptional artist skills of the Hermannsburg community and promote visitation to the Hermannsburg Potters and the Hermannsburg Visitor Orientation Facility to purchase works of art produced by local artists.

Support

To implement this initiative, we recommend:

1. In consultation with the Namatjira family commissioning an interpretation specialist to research the suitable stories that connect to the home, and build them into sign installation stories, with signs completed by a graphic designer.
2. Identifying a type of outdoor interpretation sign technology that is highly resistant to weather, vandalism and fading.
3. Producing and install the interpretation signs.

9.7 Replace the sculpture on eastern edge of Hermannsburg

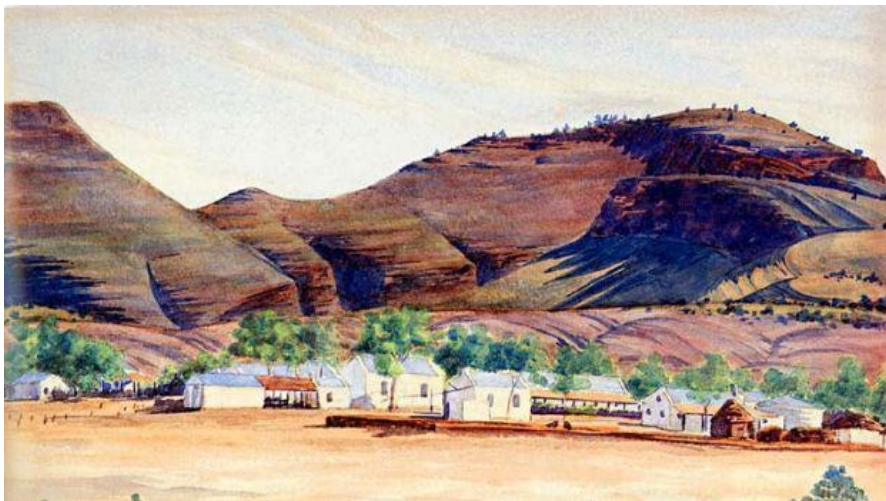
Concept

Replace the roadside memorial pillar for Albert Namatjira with a more relevant depiction (e.g. sculpture of Namatjira painting outdoors and his truck) and supporting interpretation signage.

Support

1. In consultation with the Namatjira family discuss the proposal to confirm they endorse an alternative approach
2. Call for ideas from the local community (e.g. elder highly skilled sculptors and potters of the Hermannsburg Potters) to develop local ownership and pride
3. Commission and install the works

Figure 8.4 Photograph of Albert Namatjira and his painting of Hermannsburg



10.0 Implementation Plan

10.1 Timeline to implement strategies

Table 10.1 implementation timeline 2017 to 2022

Introduce a recommended touring direction for loop drive route	2017	2018	2019	2020	2021	2022
Rebrand the loop with a single name						
Update the NT Tourism website http://northernterritory.com/alice-springs-and-surrounds/macdonnell-ranges						
Write to other website providers to update their content						
Establish a sign plan to identify the loop and provide directional and distance signs for visitors on the loop						
Install the sign plan						
Establish a new governance model for tourism in Hermannsburg	2017	2018	2019	2020	2021	2022
Consult with elders and Ntaria Trust representatives on the potential model, and determine who wants to participate						
Refine the model and register organisation(s) and bank account(s)						
Prepare Terms of Reference for the Board and Chairperson						
Call for Board representatives						
Conduct Board Meetings to guide implementation of the Master Plan						
First share handover to community						
Second share handover to community						
Third share handover to community						
Develop a Cultural Campground at Hermannsburg	2017	2018	2019	2020	2021	2022
Prepare a Feasibility Study for the proposal, and a Business Case and / or Prospectus						
Seek funding to implement Phase 1 of the Business Case						

Prepare detailed Masterplan and building designs						
Construct Phase 1 of the Campground						
Seek funding to implement Phase 2 of the Business Case						
Construct Phase 2 of the Campground						
Develop brumby riding tours at Ntaria	2017	2018	2019	2020	2021	2022
Register business, identify sites for trails & infrastructure, business plan, source capital						
Construct brumby stables & yards, consolidate trails						
Source and break in brumbies, purchase equipment						
Recruit and train staff, pilot tours, market and launch						
Revitalise Historic Hermannsburg Precinct	2017	2018	2019	2020	2021	2022
Update the Hermannsburg Historic Precinct Plan of Management (Rando 2008)						
Conduct catch up conservation works						
Replace interpretation signs and displays						
Change principal arrival experience						
Introduce and support local Aboriginal storytelling						
Reintroduce accommodation as a use of surplus buildings						
Introduce a more commercial management arrangement						
Other actions to strengthen tourism in the region	2017	2018	2019	2020	2021	2022
Develop craft production in Ntaria						
Support the growth of 4WD tours to Palm Valley						
Transition Wallace Rockhole to focus on craft and food making experiences						
Develop an interpretation platform introducing the geography of the West MacDonnell Ranges						
Create Tnorala Aboriginal Starlight Storytelling						
Replace the interpretation signs at Albert Namatjira's home						
Replace the sculpture on eastern edge of Hermannsburg						

10.2 Budget to implement strategies

Table 10.2 presents a budget to implement the strategic directions (all costs excl. gst). **Table 10.2** suggests that the total cost to implement this Master Plan is **\$10,695,000** (excl. gst). All costs are indicative, require full scoping and an estimator to check, and so should not be used to move forward with construction.

Table 10.2 Capex budget to implement strategic directions
(See Attachment C for detailed breakdown of items marked #)

Introduce a recommended touring direction for loop drive route	Action costs	Strategy cost
Rebrand the loop with a single name	In kind	
Update the NT Tourism website http://northernterritory.com/alice-springs-and-surrounds/macdonnell-ranges	In kind	
Write to other website providers to update their content	In kind	
Establish a sign plan to identify the loop and provide directional and distance signs for visitors on the loop	\$15,000	
Install the sign plan	\$85,000	\$100,000
Establish a new governance model for tourism in Hermannsburg	Action costs	Strategy cost
Consult with elders and Ntaria Trust representatives on the potential model, and determine who wants to participate	In kind	
Refine the model and register organisation(s) and bank account(s)	\$5,000	
Prepare Terms of Reference for the Board and Chairperson	In kind	
Call for Board representatives	In kind	
Conduct Board Meetings to guide implementation of the Master Plan	In kind	
First share handover to community	TBD	
Second share handover to community	TBD	
Third share handover to community	TBD	\$5,000
Develop a Cultural Campground at Hermannsburg	Action costs	Strategy cost
Prepare a Feasibility Study for the proposal, and a Business Case and / or Prospectus	\$120,000	
Seek funding to implement Phase 1 of the Business Case	\$20,000	
Prepare detailed Masterplan and building designs	\$250,000	

Construct Phase 1 of the Campground	\$5,350,000	
Seek funding to implement Phase 2 of the Business Case	\$10,000	
Construct Phase 2 of the Campground	\$2,200,000	\$7,950,000
Develop brumby riding tours at Ntaria	Action costs	Strategy cost
Register business, identify sites for trails & infrastructure, business plan, source capital	\$50,000	
Construct brumby stables & yards, consolidate trails	\$150,000	
Source and break in brumbies, purchase equipment	\$20,000	
Recruit and train Aboriginal staff, pilot tours, market and launch	\$30,000	\$250,000
Revitalise Historic Hermannsburg Precinct	Action costs	Strategy cost
Update the Hermannsburg Historic Precinct Plan of Management (Rando 2008)	\$50,000	
Conduct catch up conservation works	\$1,000,000	
Replace interpretation signs and displays	\$150,000	
Change principal arrival experience	\$470,000	
Introduce and support local Aboriginal storytelling	\$175,000	
Reintroduce accommodation as a use of surplus buildings	\$70,000	
Introduce a more commercial management arrangement	In kind	1,895,000
Other actions to strengthen tourism in the region	Action costs	Strategy cost
Develop craft production in Ntaria	\$50,000	
Transition Wallace Rockhole to focus on craft and food making experiences	\$30,000	
Support the growth of Aboriginal led 4WD tours to Palm Valley	\$100,000	
Develop an interpretation platform introducing the geography of the West MacDonnell Ranges	\$100,000	
Create Tnorala Aboriginal Starlight Storytelling	\$150,000	
Replace the interpretation signs at Albert Namatjira's home	\$30,000	
Replace the sculpture on eastern edge of Hermannsburg	\$100,000	\$560,000

11.0 Attachments

11.1 Attachment A – Lirrwi Case Study

Purpose

Lirrwi is a Not for Profit Aboriginal Corporation.

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

Evolution

Lirrwi Tourism evolved out of a pilot program called the East Arnhem Tourism Hub, which was established in 2007 by Tourism NT with Commonwealth funding from the former Department of Education Employment and Workplace Relations (DEEWR). In 2010 Lirrwi Tourism was restructured into the Lirrwi Yolngu Tourism Aboriginal Tourism Corporation, as a not-for-profit Aboriginal Corporation. It was established through the Office of the Registrar of Indigenous Corporations (ORIC) with an all Yolngu board. DEEWR and the Aboriginal Benefits Account (ABA) immediately came on board with financial support. In 2012 Lirrwi produced the Yolngu Tourism Masterplan, gained nationally recognised tourism accreditation and was accepted into the Indigenous Tourism Champions Program (ITCP). This program is run collaboratively by Tourism Australia and Indigenous Business Australia (IBA) in conjunction with the state and territory tourism organisations, provides accredited Aboriginal tourism product with wide ranging marketing and trade development opportunities and assists them to build a reputation for reliability and consistent quality in service delivery.

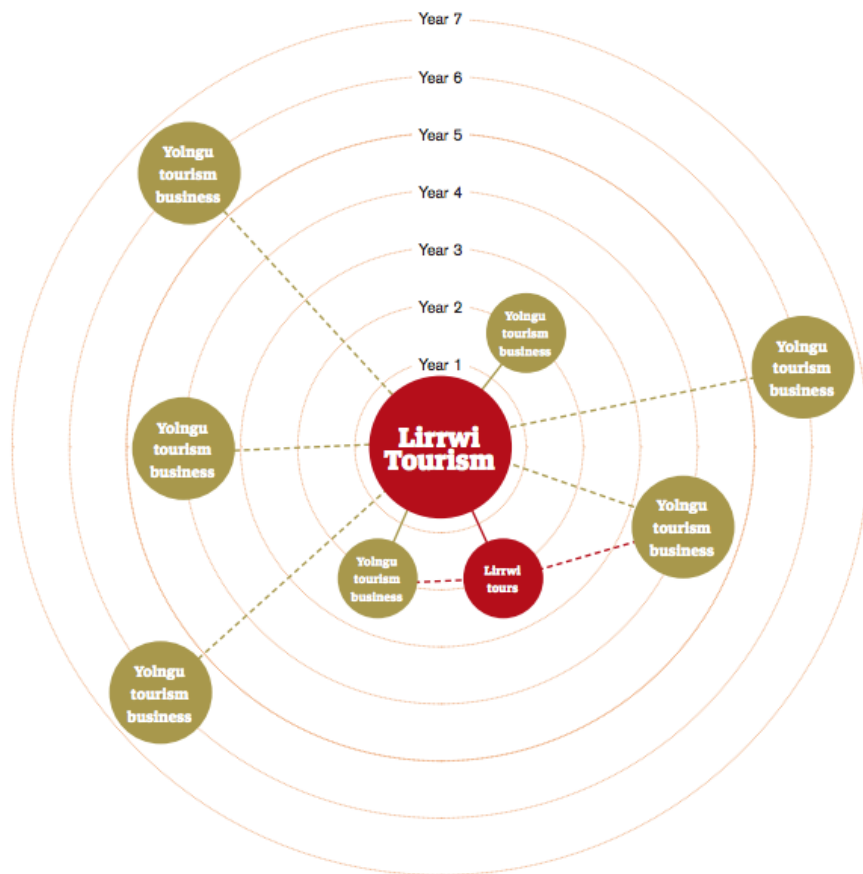
Business model

The business model is based on the concept of 'Yothu Yindi', or 'mother and child', Lirrwi is the 'mother' and the homelands are the 'children'. In the initial stages Lirrwi provides the customers, looks after bookings, transport to the homeland, camping facilities, food, financial assistance, payment; the people from the homeland focus on delivering a unique experience. As the 'child' gains experience and knowledge, they become more independent, and will undertake financial management and other important training, establish market gardens, prepare meals for visitors, develop accommodation and even provide transport. The growth of the business will be similar to the growth of a young person: seeking independence, making mistakes and a continual process of learning and testing boundaries; all the time the 'child' knows that the 'mother' Lirrwi is there for advice, back up and support.

The bond between the homelands and Lirrwi will be permanent, and operate initially under a Memorandum of Understanding (MOU) and as more experience is gained, a Service Agreement will be developed with each homeland. This will cover standards, training, commissions, accreditation and all aspects of running a successful business. Lirrwi will always be responsible for marketing, bookings and relationships with mentors, partners and government organisations. In return for providing these services Lirrwi takes a commission from each tour, which varies between 20 and 40 per cent.

A higher commission is necessary in the initial stages because of the greater responsibility and workload undertaken by Lirrwi. This will reduce over time as each homeland becomes more independent.

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



The model shows the 'mother and child' principle for developing homeland based Yolngu tourism businesses. Lirrwi supports businesses over period of up to seven years with tourism business services ranging from training and mentoring to provision of booking systems and touring infrastructure. As the homeland businesses gradually become more independent Lirrwi is able to reduce the level of its involvement, although it will always remain connected to the homelands by

coordinating marketing, bookings and partner support. Lirrwi will also run its own customised tours catering to the special interest market.

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

11.2 Attachment B – Indigenous Business Australia

In parallel with its investment objectives, Indigenous Business Australia (IBA) aims to support its Indigenous investment partners to:

- improve their business knowledge and commercial and investment capabilities, and
- prepare for a time when they can own and manage their investment independently of IBA.

Creating and implementing strong governance, strategic and operational processes and instructions can assist an organisation to achieve its business objectives.

Investment Guiding Principles

When making investment decisions, Indigenous Business Australia (IBA) seeks ventures that generate sustainable financial benefits and provide employment, training and procurement opportunities for Indigenous Australians.

Every investment opportunity is unique and is assessed against its overall strategic goals, with returns and risks carefully weighed against established criteria. The Equity and Investments Program is guided by an integrated investment philosophy, with the following guiding principles.

Enduring relationships	We forge long-term relationships with our Indigenous partners, building trust and providing appropriate support and resources before and throughout the investment life cycle. We look for lasting partnerships that lead to collaboration on further investments beyond the initial opportunity.
Stepping stone to economic independence	We proactively focus on building the capability of our Indigenous partners, with a view to supporting our Indigenous partners to develop their commercial expertise and leadership base. Where desired by our Indigenous partners we seek to sell down our interest so that the investment is ultimately owned or controlled by those partners.
Harnessing industry capability	We actively seek to engage private sector partners, either through co-investment or management arrangements, to harness their expertise and reduce investment risk. This also offers our Indigenous partners opportunities for building their own capabilities by engaging with industry leaders.
IBA is a long-term investor	Our approach to risk is balanced between protecting the existing capital base and achieving long-term portfolio growth. We look to grow our asset base conservatively, with a typical investment horizon (i.e. the timeframe in which IBA will seek to exit an investment) of up to 10 years.
A whole-of-portfolio approach	We measure returns on a whole-of-portfolio basis, allowing a balance to be achieved between investments pursued predominantly for financial reasons and investments pursued for their strong economic development outcomes.
Innovation	We strive to be an originator of ideas and investment opportunities, and not merely react to investor requests.
Holistic measurement of outcomes	We measure more than financial returns, using an Indigenous Economic Impact framework to identify the incremental value created by generating employment, training and supply chain opportunities for Indigenous Australians.
Qualitative and quantitative insights	While quantifying returns, risks and correlations is important, a qualitative assessment of returns and risks is also necessary to capture and share the insights of investment partners.
Appropriate diversification	We seek to balance overall portfolio risk by allocating investments across industry sectors and geographies. Regional diversification allows a broader range of Indigenous communities to benefit from employment, training and procurement opportunities.

Active management	We actively review portfolio performance and recommend strategic and management enhancements, and acquisition and divestment decisions when imbalances are detected.
Prudence and rigour in investment management	We adopt best practice standards of institutional investment decision making, with investment, portfolio management and divestment decisions made prudently and after rigorous analysis.
Flexibility	IBA is flexible within the broader parameters of strategy, remaining focused on outcomes and responsive to our customers' needs.
Focus on governance	We strive for best practice in governance and ethical decision making, recognising that high standards of governance, integrity and transparency are critical to success.
Continuous improvement	We stay abreast of economic, market and industry conditions, and employ the latest techniques and tools to continually refine and enhance financial and economic development outcomes across the investment portfolio.

Assessment criteria

Potential for financial sustainability	IBA considers the risk of capital loss from any investment activity over the short and long term.
Potential for positive Indigenous economic impact	IBA considers the potential for the investment to deliver: <ul style="list-style-type: none"> • financial returns to Indigenous partners • employment opportunities, training and education outcomes • procurement of goods and services from Indigenous-owned businesses • corporate governance development at the organisational level.
Promotion of portfolio diversity	The portfolio's risk is diversified to minimise the effects of individual investment failure, industry-specific events or regional economic downturns.
Potential to introduce specialist management	IBA considers the strength of the management arrangements, the capability of the management team and the team's willingness to commit to Indigenous capability development, employment, training and procurement.
Transaction size	Typically between \$10 million and \$25 million.
Appropriate structuring and governance	IBA seeks to protect itself against risks arising from investment activities through prudent structuring and good governance.
Potential for exit	IBA's goal is to enable its Indigenous partners to acquire the capability to own and manage the investment in their own right.
Ability to leverage IBA's unique position	IBA aims to maximise the value proposition of the service it offers.

In addition to financial and economic development outcomes, many of their investments carry social and cultural significance for our Indigenous partners.

They measure their success and impact not only by monetary returns and metrics, but from the insights gained and the stories shared by their investment partners.

Six out of eight investments in this portfolio have Indigenous equity partners.

Current tourism projects (under direct investment) are:

1. Adina Vibe Hotel Darwin Waterfront (5%)
2. Fitzroy River Lodge (73.57%)
3. Gagudju Crocodile Hotel (30%)
4. Gagudju Lodge Cooina (48%)
5. Minjerribah Camping (10.59%)
6. Wilpena Pound Resort (12.6%)

Minjerribah Camping Pty Ltd has realised its first commercial venture, Straddie Camping. In October 2012, IBA and the Quandamooka People of North Stradbroke Island formed the Minjerribah joint venture to operate the Straddie Holiday Park business under the trading name Straddie Camping. Catering to more than 85,000 visitors a year, the camping business is one of the largest and most prominent enterprises on the island. In addition to generating an ongoing income stream and employment opportunities for the Quandamook People, the joint venture is expected to create opportunities for the establishment of small complimentary businesses to support Park operations. Over the next five years Straddie Camping will be upgrading the existing facilities and investing in new infrastructure within the camping grounds. The Quandamooka people have two members on the board of the joint venture, creating opportunities for knowledge and capability transfer in terms of business strategy and management.

Straddie Camping is a business committed to caring for country while generating economic, employment and social benefits for the Quandamooka people of North Stradbroke Island.

Wilpena Pound Resort, Flinders Ranges, SA.

A joint venture between the traditional owners, Adnyamathanha Traditional Lands Association Inc. and IBA, bought the Wilpena Pound Resort in early 2012. The Resort is a 60 room 4 star resort located in the Flinders Ranges National Park in South Australia, 5 hours drive from Adelaide. To broaden its market appeal, the resort developed the Ikara Safari Camp, consisting of a central facility and 15 upscale safari tents. The camp opened in June 2014. In addition, the Resort also provides accommodation through its 350+ site campground, of which 46 sites are powered. Other sources of revenue within the Resort include aircraft tours, four wheel drive tours, retail, food & beverage and a visitors centre. IBA and the traditional owners are working closely with management to provide training and employment opportunities for local Indigenous people.

Fitzroy River Lodge Great Northern Highway, Fitzroy Crossing, WA

Established in 1989, IBA and Leedal Pty Ltd, a local Indigenous organisation purchased the Lodge in partnership with industry experts. Situated on the banks of the Fitzroy River, Fitzroy River Lodge is located in the heart of the Kimberley region in Western Australia. It offers a wide range of accommodation to suit all travellers, from luxury hotel units to basic camping. Leedal uses the income from its investment in the Lodge to subsidise a number of social programs for its community members such as; a children's education program, supply computers for the school and provide opportunities for local Indigenous Fitzroy Valley residents to participate in community events. Following a change of management there is renewed focus on improving the employment and training opportunities for local Indigenous people at this investment.

Kakadu Crocodile Hotel, Flinders Street, Jabiru, NT

The only 4 star accommodation within Kakadu National Park, the Kakadu Crocodile Hotel at Jabiru is a joint venture between the Gagudju Association and IBA. The

Gagadju Association represents 10 local clan groups and actively participates in the governance of the asset ensuring that business decisions are made with a focus on Indigenous outcomes. Purchased in 1999, this asset has performed consistently, returning regular income to investors over that period.

Cooinda Lodge, Cooinda, Jim Jim, NT

IBA acquired equity in the [Cooinda Lodge](#) in 1999. The Lodge, located in Kakadu National Park alongside the Yellow Water billabong, approximately 3 hour's drive from Darwin, has a variety of accommodation and revenue streams. As well as the 48 Lodge Rooms and over 400 Camp Sites, the asset generates income from tours and a retail outlet and petrol station. With peak employment numbers approximately 100, the lodge consistently employs up to 20 local people. Along with employment, contributes significantly to improving the economic impacts for Indigenous people through the following activities:

- The Indigenous partner, the Gagudju Association holds a 48% stake in the Investment.
- There is active Indigenous board participation.
- The Investment supports the southern region of Kakadu with a general store, public bistro and petrol facilities.

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11.3 Attachment C – Cost breakdowns

Develop a Cultural Campground at Hermannsburg

Construct Phase 1 and 2 of Campground at Hermannsburg	Cost
Tourist Information Centre to book tour experiences and a cultural retail outlet for local artists featuring a café and a kiosk.	\$2,000,000
Cabins Phase 1 (approx 10 single story @\$80k each & 14 double story @\$125k each) on elevated timber decks to provide roofed, air conditioned accommodation with views over the Finke River	\$2,500,000
Powered Sites (27) for the caravan and campervan touring markets.	\$150,000
Landscaped Unpowered Sites (9) for the campers seeking greater level of comfort from national park sites.	\$50,000
25m Swimming Pool with shade sails, lush surrounding landscaped area and associated infrastructure.	\$250,000
Communal Open Space with formal recreation surrounded by indigenous over storey trees.	\$50,000
Communal Shelters (2 large & 3 small shelters) for visitor dining & recreation within the cultural campground.	\$300,000
Well-appointed Amenity Block with toilets, showers, laundry, camp kitchen & lounge space	\$350,000
Vehicle access roadways and parking from Larapinta Drive to visitor information Parking Area, with long vehicle and bus parking and roadways into the campground and surface drainage WSUD design	\$400,000
Security Fencing (horse/dog proof to the perimeter of the campground including entry and maintenance access gates and access	\$100,000
Sunset Lookout Deck providing views over the Finke River.	\$50,000
Landscaping & Irrigation	\$100,000
Lighting site wide and roadway	\$100,000
Signage site wide road and wayfinding	\$100,000
Mangers Residence and associated facilities	\$200,000
Sheds & Service Maintenance Buildings	\$200,000
Power Supply 2 phase 440V supply from Hermannsburg grid	\$100,000
Sewer Supply pressurized rising main to Hermannsburg sewerage system	\$200,000
Gas Supply (bottled gas or supply from pipeline)	\$25,000
Telephone & Wi-Fi Connection	\$25,000
Contingency (10%)	700,000

TOTAL	\$7,950,000
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Revitalise Historic Hermannsburg Precinct

Change principal arrival experience	Costs
Construct walking track from the Finke River to the Hermannsburg Historic Precinct and ramp up to the arrival buildings	\$150,000
Develop interpretation signs along walk addressing the arrival of the Missionaries	\$60,000
Install sail cover over the gap between buildings	\$80,000
Install orientation sign display introducing visitors to the establishment of the Mission and the experiences available	\$80,000
Adapt the buildings alongside the café platform to function as ticketing and retail	\$100,000
TOTAL	\$470,000

Introduce and support local Aboriginal storytelling

Costs	Costs
Adapt former kerosene shed into Storytelling Lounge (incl. air conditioning)	\$100,000
Register new business, business plan, source capital	\$5,000
Assist Aboriginal storytellers to research and develop stories and use props, and offer training in delivery	\$50,000
Marketing shoot and collateral	\$20,000
TOTAL	\$175,000

11.4 Attachment D – Background to Albert Namatjira

Fame led to Albert and his wife becoming the first Aborigines to be granted Australian citizenship. It was a significant achievement, because at this time Aborigines had few rights. He wasn't born Albert Namatjira. His parents called him

Elea. But after moving to the Aboriginal mission (Hermannsburg) and adopting Christianity, they baptised and renamed him.

Mission life was nothing like the life Albert Namatjira's people lived in the deserts of the Northern Territory. That was a lifestyle he knew little about, until he turned thirteen. At the age of thirteen Albert experienced an important Aboriginal ritual – initiation. As one of the Arrarnta group, he lived in the bush for six months and was taught traditional laws and customs by tribal elders. Work as a camel driver took Albert through the country he would later paint, the dreamtime places of his Arrarnta people.

By this time, he had married Ilkalita, a member of a neighbouring community. The couple built a house near the mission, and Albert supported his growing family by doing odd jobs. These included making and selling small pieces of artwork. In 1934 two Melbourne artists visited the mission to exhibit their paintings. Seeing them, Albert Namatjira was inspired to paint seriously. Two years later, he volunteered to show one of the painters, Rex Batterbee, good places to paint. In exchange, Rex taught Albert how to paint. Albert was a fast learner. He thought he had a natural gift, and he was right. Albert's first exhibition, held in Melbourne in 1938, sold out. Exhibitions in Adelaide and Sydney drew similar enthusiasm. Even the Queen liked his work.

Albert Namatjira was a celebrity, but not always a comfortable one. It was always a relief for him to leave the big smoke and return to his desert home. Success brought money – and Albert planned to use it to secure a future for his family. He wanted to lease a cattle station – but as an Aborigine he wasn't allowed.

Next, he tried to build a house in Alice Springs – once again the law prevented him, just because he was Aboriginal. It was a strange situation. Here was a man, heralded as a top artist, treated like a celebrity and yet not even allowed to own land. *"He was definitely the beginning of a recognition of Aboriginal people by white Australia."* Charles Perkins.

Public outrage at Albert's predicament pushed the government to grant him and his wife full citizenship in 1957. This meant they could vote, enter a hotel and build a house anywhere they chose. It took ten years for the government to grant similar rights to the rest of the Aboriginal population.

As a citizen, Albert Namatjira could now also buy alcohol. In keeping with Aboriginal custom, Albert's friends expected him to share any alcohol he bought. But in doing this he broke white man's laws. In 1958, police charged Albert with supplying alcohol to Aboriginal people. He denied the charge, but the court didn't believe him. After two months in prison, Albert emerged a free, but broken man. He had lost his will to paint, and to live. Albert Namatjira died in 1959. He was just fifty-seven years old.

Albert Namatjira's life and work have inspired other Aboriginal people to paint. Among them have been his children and grand-children. This great painter captured Australia's heart in artwork and was praised around the world. His life showed white Australians the injustice of racist laws, and contributed to long overdue changes for his people.