



# KLC Cultural Enterprise Hub

2017 Mid Year Report



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**WARNING:** Aboriginal and Torres Strait Islander people are warned that the following report may contain images and of deceased persons.



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# Kimberley Cultural Enterprise Hub Mid Year Report



Elder Veronica Lulu with her grandchild - Paruku IPA, Tjurabalan country

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This report aims to deliver a mid-year snapshot of the activities of the Kimberley Land Council’s (KLC) Cultural Enterprise Hub (Hub). An annual report will be produced in early 2018.

# The KLC Cultural Enterprise Hub

The Kimberley Land Council Cultural Enterprise Hub (Hub) supports native title corporations and ranger teams develop cultural and environmental enterprises on their traditional country. These enterprises enable native title corporations to generate an income from country, enlivening the vision for a *culturally empowered, thriving and prosperous Kimberley Aboriginal community*.

The Hub is a strategic initiative of the Kimberley Land Council (KLC) designed over the last 5 years to empower the **Kimberley Ranger Network** and **native title corporations** transition from sole dependence on government funding, to a diversified business model, with long term sustainability.

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**“The aim of the Hub is to generate self-sustainability and employment in remote communities. The ability to create transformational change starts and ends with us. We must be the leaders of and catalyst for change, developing our own solutions rather than passive recipients of well-intentioned government policy.”**

Nolan Hunter – KLC CEO

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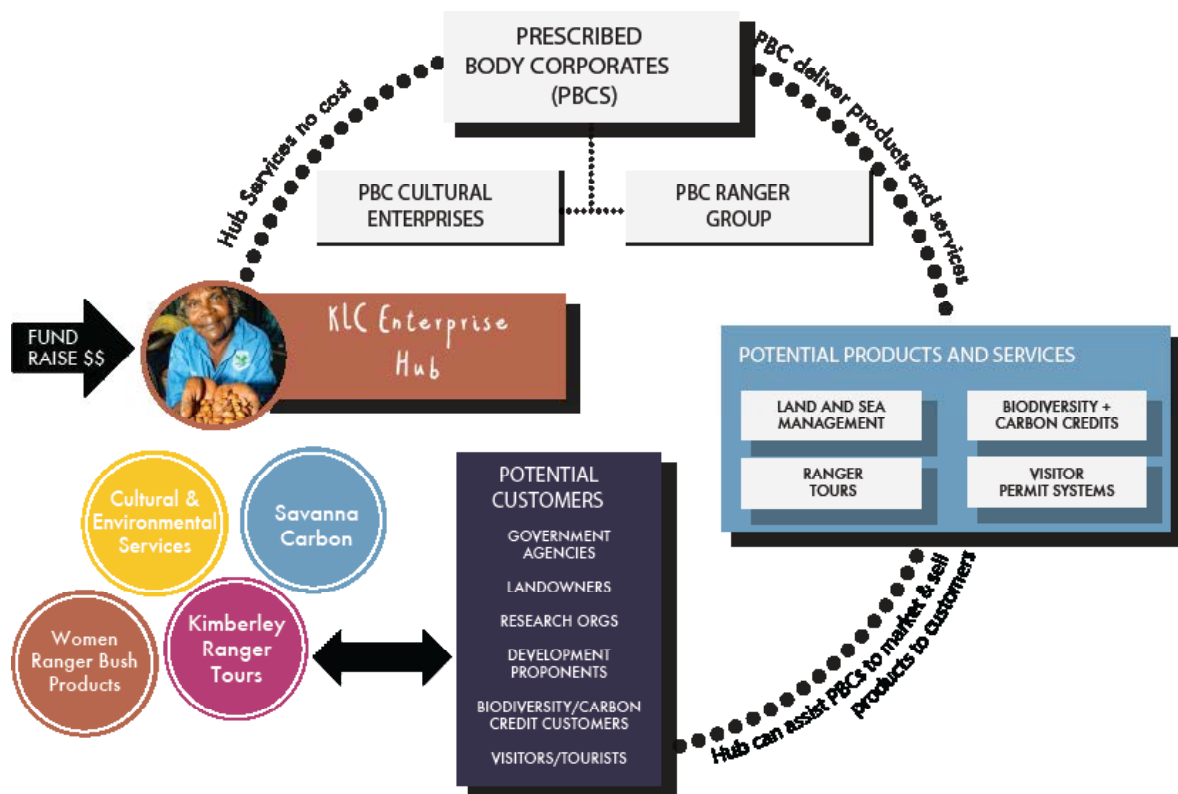
The Hub proposes a bold solution to an entrenched long-term problem: the model aims to decrease reliance on government funding, increase job opportunities in remote communities, improve biodiversity across the region, reinvigorate Indigenous culture and improve health outcomes.

This model represents a rapidly developing business opportunity that will play an increasingly important role in turning around intergenerational disadvantage in the Kimberley region.

In practice, the Hub provides specialist cultural and environmental business expertise and services to opt in native title corporations (PBCs) who are members of the Kimberley Ranger Network. Services of the Hub will include:

1. Regional modelling and incubation of enterprise opportunities;
2. PBC and ranger team enterprise scoping, piloting and establishment;
3. Ongoing technical support in focus areas e.g. carbon management; and
4. Sourcing and securing of enterprise resources and financing.

A whole of KLC approach will ensure identified barriers for Indigenous owned enterprises are addressed which include limited internal capacity of PBCs, unpredictable government policy & program funding, short-term or one-off project investments and fragmented services.



Cultural Enterprise Hub Cycle of Investment

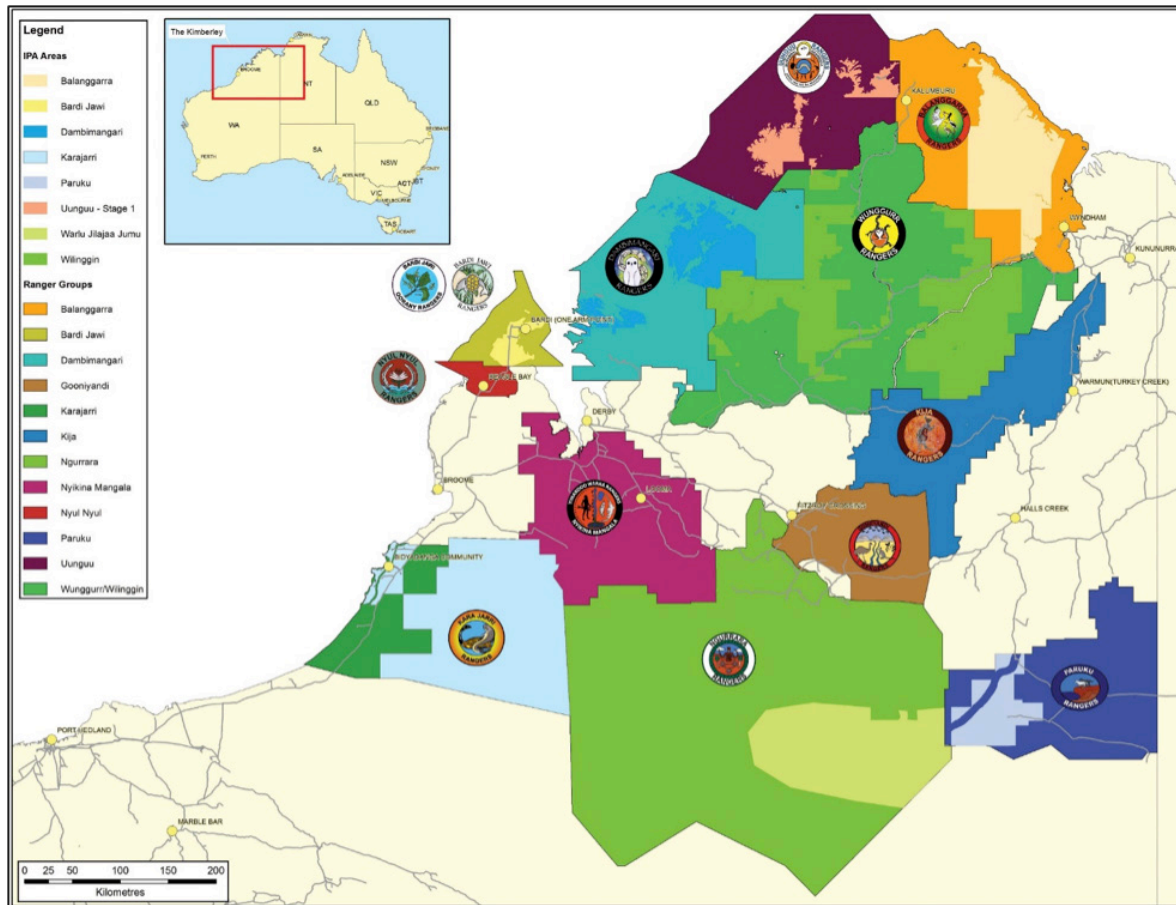
### Who are we?

The Hub currently comprises a team of six (5 FTE) with specialist expertise in land management, ecological fire management, environmental law, carbon policy, carbon project development and management, community development, fundraising and partnerships.

The Hub is hosted by the KLC and draws on the diverse knowledge and expertise of the organisation which spans across the Legal, Land and Sea Management, Native Title and Corporate Services units.

<b>Ariadne Gorrng</b>	Manager & Business Development
<b>Rhys Swain</b>	Senior Fire Officer
<b>Richard Whatley</b>	Regional Fire Coordinator
<b>Polly Grace</b>	Legal Officer (0.5 FTE)
<b>Catriona Webster</b>	Fire and Carbon Outreach Officer
<b>Jannah Lott</b>	Executive Assistant (0.5 FTE)

# The Kimberley Ranger Network



Kimberley Ranger Network Map

The Kimberley Ranger Network comprises 13 teams of professional rangers responsible for managing native title country on behalf of Traditional Owners (TOs).

The rangers manage more than 378,000km<sup>2</sup>, across the Kimberley's total 423,000km<sup>2</sup>, taking in saltwater, freshwater and desert country. A quarter (90,000 km<sup>2</sup>) of this country is made up of Indigenous Protected Areas.

A key challenge for the network is its reliance on Australian Government funding.

Approximately 90% of conservation initiatives undertaken across the Kimberley Ranger Network are secured via Australian Government programme funding. Government investment is critical to the long-term success of Indigenous owned cultural conservation enterprises. However, the uncertainty of cyclic government policy is a risk to long-term sustainability of these initiatives. The Hub seeks to enable opt in native title corporations to diversify their revenue through the development of sustainable enterprises. Not only does this model complement government investment, it also

# Mid-year Activity Report



The Bardi Jawi Rangers were instrumental in the success of the pilot Kimberley Ranger Tour

leverages significantly enhanced outcomes for people and country which benefits the Australian nation.

2017 is a foundational year for the Hub, with new project activities made possible through generous support from The Nature Conservancy, Rangelands NRM, the Australian Conservation Foundation, the Indigenous Land Corporation and a private donor.

Most significantly during 2017 the North Kimberley Fire Abatement Project transitioned from a government funded project to a self-sustaining fire operation with three corporations contracting fire and carbon services from the Hub. The fourth corporation is managing their operations independently, with minor support only required from the KLC Enterprise Hub.

During 2017, the Hub has worked across three key program areas that collectively aim to stimulate social enterprise and development for native title corporations and rangers across the Kimberley:

- Fire management;
- Carbon projects; and
- Ranger tourism enterprises.

Additionally, the KLC Leadership team has invested significant time and energy into establishing relationships with organisations committed to long-term, strategic partnerships. During these early stages of development the focus has been on broadening KLC networks across the corporate, philanthropic, research and NGO sectors to engage foundational partners who's values align with the KLC's enterprise vision.

# Fire Management Services



Rangers undertaking early season burning operations

‘Right way fire’, uses traditional knowledge and modern scientific practices to reduce the extent and frequency of unmanaged, potentially dangerous, late season wildfires by introducing fire early in the dry season when fires burn ‘cool’ – protecting the environment, property and people.

The Hub’s fire management team oversees fire management programs across the Kimberley Ranger Network, providing guidance, support and training to Indigenous rangers. Through these dedicated support roles, the KLC has been successful in building expertise across the Kimberley Ranger Network to meet national and international standards.

The Kimberley Ranger Network currently manages fire operations over native title lands

with a dedicated support team of two fire officers. 2017 project focus areas include:

- North Kimberley Fire Abatement Project (Balangarra, Dambimangari and Wilinggin native title areas)
- Kija Fire and Feathers project area
- Low Rainfall (South/East Kimberley)
- Karunjie and Durack River Stations

The effectiveness in reducing late season fires will be reported in the full-year report in early 2018.

Efforts in recent years have been focused on professionalising fire management across the Kimberley Ranger Network. Future priorities include: increasing fire planning and operational capacity of native title corporations and ranger teams as well as establishing a regional fire suppression response team.







Bow River strategic early season burning

## Achievements

<b>Operations</b>	<ul style="list-style-type: none"> <li>• New project officer Richard Whatley joined the team in March</li> <li>• Strategically supported fire operations across 60,000km<sup>2</sup> via Hub funded projects</li> <li>• Over 330 hours aerial burning completed, in addition to ground burns</li> </ul>
<b>Environment, Culture and Community</b>	<ul style="list-style-type: none"> <li>• Fire planning meetings held with all PBCs, bringing together fire managers, TOs, rangers, station managers and government agencies.</li> <li>• Five fire walks conducted with TOs (Karajarri, Kija, Nyaliga, Balangarra, Wilinggin)</li> <li>• Protection burns complete around sensitive cultural sites and habitats</li> </ul>
<b>Training, Employment &amp; Capacity Building</b>	<ul style="list-style-type: none"> <li>• More than 30 rangers and TOs trained in aerial burning operations</li> <li>• More than 90 rangers and TOs engaged in fire operations</li> </ul>

## Current Priorities

1. Attract investment to co-fund fire operations with PBCs looking to register marginal carbon projects;
2. Build capacity of ranger teams in GIS applications, fire planning and navigation;
3. Establish and pilot a regional fire suppression team to manage wildfires where they are threatening valuable habitats or infrastructure; and
4. Establish fire team support role to assist ranger teams and PBCs with compliance and administration.

# People, Country and Climate Initiative



Balangarra rangers reviewing aerial burning flight lines

Indigenous carbon projects enable PBCs to earn an income from right way fire, reducing the reliance on grant funding and improving the long-term sustainability of fire management activities.

Over the last five years, the Hub's People, Country and Climate Initiative has facilitated the establishment of four Indigenous owned savanna burning carbon projects in the North Kimberley. Through development of the method, more groups are now able to register projects and the Hub is supporting these through outreach, feasibility assessment and project design. Existing projects also have the opportunity to earn more credits from the sequestration method due for release in late 2017. Due to the greater risk profile of the new method considerable consultation and research is required to establish appropriate

governance and business models that will enable projects to transition.

The People, Country and Climate initiative supports PBCs to:

- Develop knowledge and capacity in carbon policy, markets and carbon project operations;
- Co-design and implement sustainable carbon businesses and governance structures;
- Undertake feasibility assessments and register new carbon projects;
- Meet ongoing carbon administration & compliance requirements; and
- Access opportunities and partnerships - including exploring governance options that would enable projects to transition to the (draft) 2017 Savanna Sequestration Method.

## Achievements

<b>North Kimberley Carbon Project Management</b>	<p><i>Providing carbon administration support for North Kimberley Fire Abatement Project</i></p> <ul style="list-style-type: none"> <li>• Three 2016 Offset Reports completed</li> <li>• Over 80,000 Australian Carbon Units (ACCU) awarded for 2016</li> <li>• NKFAP steering committee meeting held to consider sequestration method</li> </ul>
<b>New Project Governance &amp; Registration</b>	<p><i>Support to Wilinggin, Balangarra and Kija to make decisions on new carbon projects</i></p> <ul style="list-style-type: none"> <li>• Engagement meetings with rangers, PBC boards and TOs in Derby, Warmun, Wyndham and Kalumburu to consider feasibility and governance options for new potential projects,</li> <li>• Engaged expert anthropological advice to establish appropriate engagement model for seeking consent from Kija claimants.</li> <li>• Decisions from all three groups to pursue project registration.</li> </ul>
<b>Policy &amp; Technical Expertise</b>	<p><i>Supporting beneficial policy frameworks for Indigenous carbon projects</i></p> <ul style="list-style-type: none"> <li>• Participated in consultation meetings regarding the new sequestration method</li> <li>• Advocated for protection of native title rights in legislation</li> <li>• Led the development of the Indigenous Carbon Industry Network</li> <li>• Participated as a Member of Carbon Developers Council code of conduct</li> <li>• Presented at CMI Summit and ERF workshops</li> <li>• Collaborated with Business Council of Australia to promote benefits of Indigenous carbon projects</li> </ul>

## Current Priorities

1. Finalise registration of projects on Karunjie & Durack River stations and Wilinggin exclusive possession native title areas.
2. Work with North Kimberley corporations to further explore the viability and governance options for the sequestration method, including knowledge-sharing with the Arnhem Land Fire Abatement Project.
3. Explore options for a regional approach in the Southern Kimberley, enabling less viable projects to enjoy long-term benefits of right way fire by participating in the carbon market.

# Ranger Tourism Enterprises



Karajarri Ranger Jess Bangu sharing knowledge during the Kimberley Ranger Experience tour.

Inspired by the success of the Kimberley Ranger Network, Kimberley Ranger tours were established in early 2017 in partnership with Australian Conservation Foundation (ACF). Tours are intended to deliver a unique immersion-based experience for visitors to the Kimberley, providing insight into ranger activities.

The tours aim to:

- develop the tourism industry in remote regions of the Kimberley and stimulate economic growth of ancillary products and services;
- increase employment opportunities in remote communities;
- share Indigenous knowledge, culture and conservation practices with domestic and international tourists;
- foster a sense of value and pride of Aboriginal culture and heritage; and
- provide a stable source of self-generated revenue for PBCs and Ranger groups.

## Achievements

<b>Business Plan</b>	<ul style="list-style-type: none"><li>• Development of an enterprise plan that sets out a business model for Kimberley Ranger Experiences and a digital platform for self-drive tourists.</li><li>• Secured commitment from Department of Prime Minister and Cabinet for a secondee to support project development</li></ul>
<b>Pilot Project</b>	<ul style="list-style-type: none"><li>• Pilot tour conducted in May in conjunction with ACF and the Bardi Jawi, Karajarri and Nyul Nyul Traditional Owners and rangers.</li><li>• Evaluation of pilot tour to identify improvements and feasibility of model commenced.</li></ul>

## Current Priorities

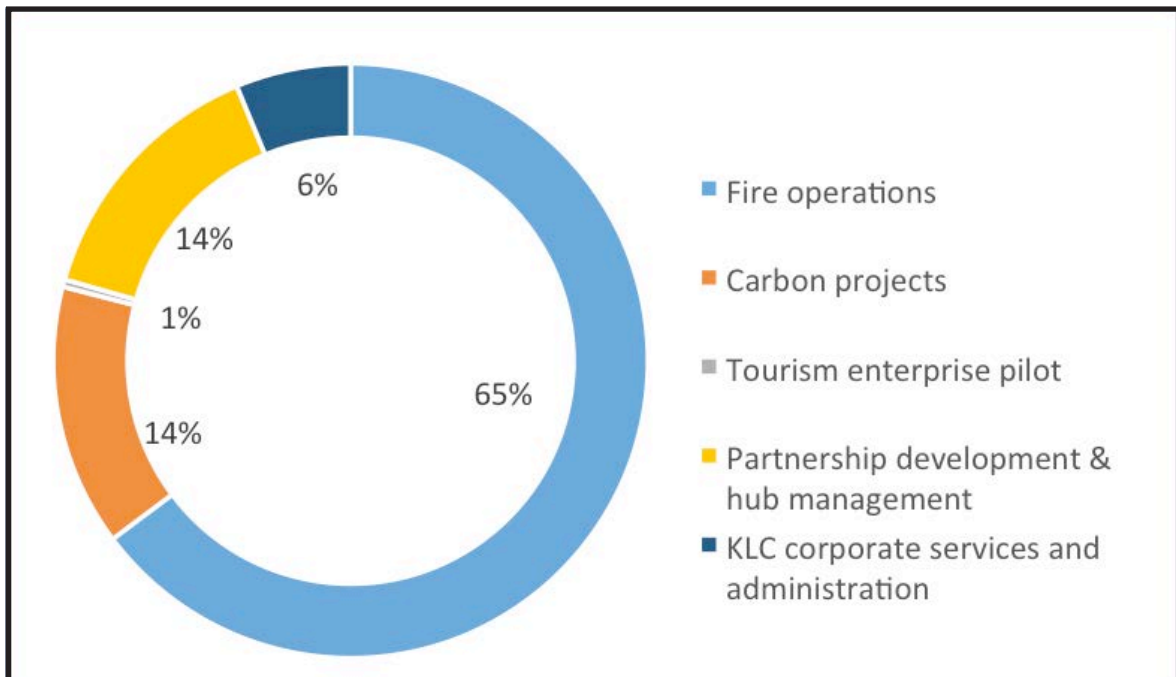
1. Complete formal evaluation of pilot with host PBCs and ranger groups;
2. Engage with PBCs and broader community to refine model including linkages and benefit flow to broader community; and
3. Secure funding and resources required for incubation and scale up.



Turtle tagging with Bardi Jawi Ranger Aztown Howard during the Kimberley Ranger Experience tour.

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# Mid-Year Financial Report



Caption to come

## Funding Model

The Hub is based on a complementary funding model, where public funding and private investment is partnered to assist with establishing social enterprise opportunities. These enterprises deliver multiple benefits to people country and the environment, delivering an overall public good.

The role of the Hub is to secure and provide startup investment, technical expertise and capacity building services. Once enterprises are established and self-sustaining, ongoing services can be offered by the Hub on a fee basis. The long term goal is to establish wholly owned opt in PBC enterprises

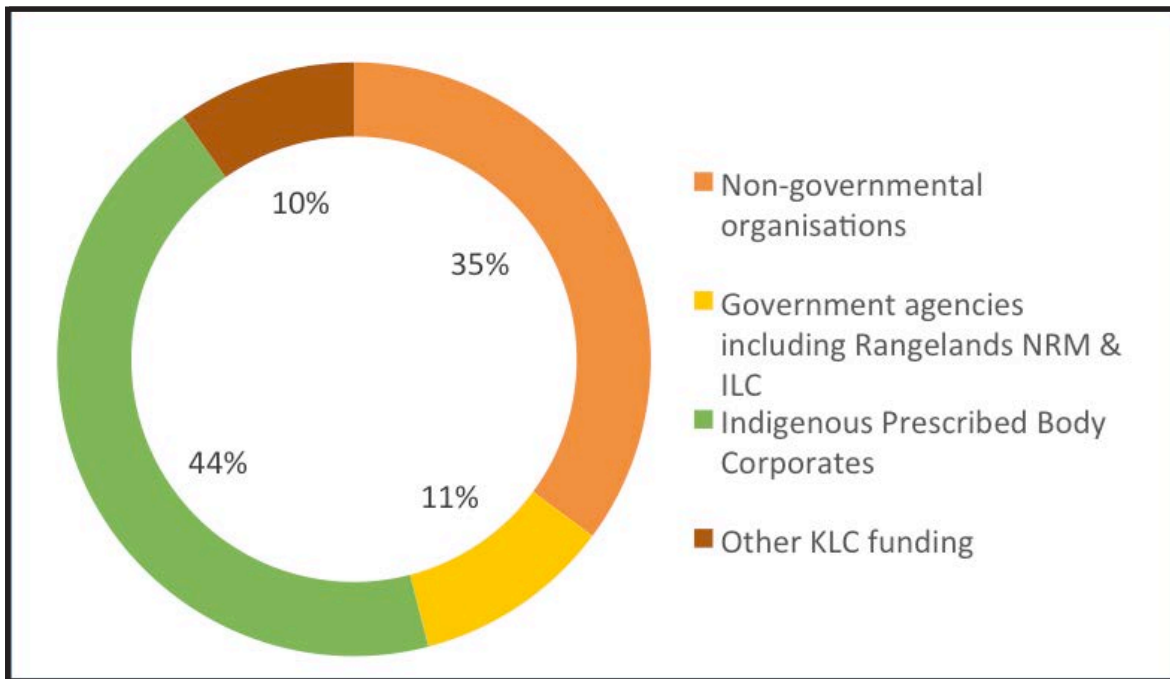
The Hub has a 3 tier funding structure:

1. **Founding Partners** long term co-founding investment partnerships, with funds invested into strategic services provided to PBCs and ranger groups;

2. **Grant funds** are applied for on a case-by-case basis where appropriate e.g. government funding opportunities for specific projects; and
3. **PBCs** can choose to contract Hub services once enterprises are established and sustainable.

## Operating Costs January - June 2017

The Hub's operational expenditure in the first half of 2017 was \$1.26 million, covering wages for 5 FTE and operational costs for program activities including early season fire management. Two thirds of total expenditure was attributed to fire operations. With much of the country inaccessible by road, early season fire management is conducted by helicopter, resulting in high operational costs. This was followed by partnership development and hub administration, and carbon project management.



Caption to come

### January to June expenditure

Fire operations incl. 2 FTE	\$816,715
Carbon projects incl. 1.5 FTE	\$179,724
Tourism enterprise pilot	\$5,000
Partnerships and Hub management/ administration incl 1.5 FTE	\$180,767
KLC corporate services and administration	\$78,853
<b>Total</b>	<b>\$1,261,060</b>

### Funding January to June 2017

The greatest source of funding (44%) was native title corporations, who contract the Hub to deliver fire and carbon services on their native title land, through their established carbon projects.

Non-governmental and donor organisations contributed one third (35%) of funds. These organisations included The Nature Conservancy, Australian Conservation Foundation (ACF) and a private donor, who contributed essential funds for enterprise establishment that would otherwise have not been possible.

Government agencies contributed 11%, including Rangelands NRM and the Indigenous Land Corporation (ILC).

The remaining 10% was funded by the KLC from internal revenue to meet the budgetary shortfall. This was largely directed to salaries not covered through grants.



Nolan Hunter KLC CEO presenting our vision at Hub event hosted by EY in Perth.

### Other support

Significant in-kind support was received during this period, enabling the Enterprise Hub to invest majority of funds into program delivery. This included (but was not limited to):

- Technical expertise via Jawun Corporate Partners secondee program towards the establishment of the Hub model and Kimberley Ranger tourism concept;
- Secondment of a tourism project officer from the Australian Conservation Foundation;
- Training and investment from The Nature Conservancy and Reos Partners in multistakeholder partnerships and event design;

- Hosting of Hub events by supporting partner organisations like the US Consulate Perth, EY, Credit Suisse and Business Council of Australia; and
- Strategic advice and support from Fred Chaney, Sam Johnston and Lockie Cooke.

All partners lent considerable time, energy and expertise to the Hub, PBCs and ranger groups which has supported the development of enterprises through the period.



# Future Plans

The Hub has a bold vision for a culturally empowered, thriving and prosperous Kimberley Aboriginal community which will be enlivened by establishing Indigenous enterprises across the Kimberley. To achieve this, the Hub's foundations will be strengthened during the next 2 years via a number of avenues:

## Sustainability

- Investment will be secured to ensure current service offerings are viable and support future expansion.
- Long-term co-founding partnerships will be established

## Governance

- The Cultural Enterprise Hub Business Plan will be updated
- A governance of the Hub will be formalised and will include a Hub steering committee to monitor and evaluate progress and track success

## Delivery

- Additional service offerings will be researched, piloted and established
- Additional staff will be employed to manage workload and expand service offerings

To deliver enterprise opportunities across the Kimberley, the scope of services the Hub offers will expand beyond the current core services of fire management, savanna carbon projects and ranger tourism (in development).



# Future Plans

Examples of the additional services include:

## **Cultural and Conservation Planning Services**

Over 80% of the Kimberley is exclusive possession native title land – which means that Traditional Owners have a right and responsibility to manage vast areas of country.

The Hub will support PBCs in determining their vision for country and developing a strategy to achieve it. A key aspect of this process is building a profile of opportunities available to native title holders – be they conservation, tourism ventures, native produce or any other land related activity.

This process is achieved through research, workshops, and wherever possible knowledge exchanges with other native title holders across Australia and internationally who have built lasting enterprises.

## **IPA Visitor Services**

Complementing the ranger tourism project, the Hub's visitor management initiative will support responsible tourism in the Kimberley region.

To improve visitors' experiences to the Kimberley, and facilitate native title holders' management of country, the Hub will assist PBCs to develop:

1. a visitor permit system: providing visitors information on and online portal for access to Indigenous Protected Areas across the Kimberley; and

2. a digital platform for self-drive visitors to the Kimberley: enhancing visitor experiences through providing an easy-to-access and detailed guide to native title country in the Kimberley.

The visitor management initiative will support the Kimberley Ranger Network to manage the cultural and environmental impacts of tourism across the Kimberley region, while simultaneously providing a foundation for the development of future tourism enterprises for PBCs.

## **Business Mentoring and Impact Measurement**

The Hub is well-placed to provide the Kimberley Ranger Network and associated PBCs with ongoing enterprise support and expert services as they continue to build their own knowledge and capacity in the journey towards self-sufficiency.

Services will be tailored to meet individual needs but may include:

- PBC and ranger team enterprise planning & development;
- Start-up financing;
- training, capacity building and skills transfer; and
- development of enterprise related policies or procedures.



Pender Bay, Dampier Peninsula

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Kimberley Land Council

