Uunguu
Wunambal Gaambera Country
UUNGUU COAST, KIMBERLEY, WESTERN AUSTRALIA

Kandiwal Adult Learning Centre

Business Case

Commercial in confidence

KANDIWAL COMMUNITY

Wunambal Gaambera Aboriginal Corporation & Kandiwal Community

December 2018

Wunambal Gaambera Aboriginal Corporation
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Executive Summary

The Wunambal Gaambera Healthy Country Plan (2010-20) contains a clear Vision for Wunambal Gaambera people (Traditional Owners) to secure sustainable livelihoods on and from their Country. A first glance general view is that employment opportunities in remote north Kimberley are limited. However, this Kandiwal Adult Learning Centre business case shows that there is potential for over 60+ employment opportunities for Wunambal Gaambera Traditional Owners to take up in the short – medium term (8 years).

This business case scopes an employment development strategy to secure 34 of those 60+ jobs within the eight years requiring a net present value investment of $5.4million over that period realizing local and national benefit of $20.99 million (npv).

To achieve their Healthy Country Vision, Wunambal Gaambera traditional owners have recognised the need to develop their workforce capacity to enable and assert participation in existing and potential enterprises and economic activity. Wunambal Gaambera people seek greater participation in the region's economy in tourism, resources and logistics sectors, land management, retail services and building/construction.

This employment development strategy will provide a substantial contribution to the overwhelming communal need for the Wunambal Gaambera workforce to provide family 'breadwinner' incomes. Demographic analysis of Wunambal Gaambera people has highlighted the need to create employment on and from country to support an estimated 120+ breadwinners to sustain family lifestyles on country and enable them to manage and protect the health of their natural and cultural assets.

WGAC is supporting Kandiwal traditional owner corporations to establish an Adult Learning Centre at their Kandiwal Community (Mitchell Plateau) with demand driven by the identified employment opportunities associated with existing and proposed enterprises and economic development activities across a range of industry sectors within Wunambal Gaambera Country. Several of these enterprises and activities are in close proximity to the Kandiwal Community, together with the community having 'development ready' headworks, making it the logical and most practical location for the facility.

The proposed Kandiwal Adult Learning Centre as a hub, has the opportunity to specialise in meeting employment demand in the tourism industry in the Ngauwudu (Mitchell Plateau) and Wunambal sector of the Uunguu Coast. It will be of niche size, being one of two (2) functional and manageable size hubs (the other, the Garmbemirri Ranger Base) to integrate both training and job mentoring/coaching capacity to give the best chance of sustainable employment success.

Reference to the Kandiwal Adult Learning Centre (KALC) being of niche size relates to capital, staffing and training capability with trainee throughput that does not stretch resources and is underpinned by the key element of traineeship wages, based on a proven model of the Australian Government's Working on Country/Indigenous Ranger Program familiar to WGAC.

The KALC capital needs of $1.55 million and operating costs of $5.36 million over the 8 years, included in the KALC cost-benefit forecasts, take into account the need for a resident year round mentor/ coordinator staff, traineeships, accommodation, transport, utilities and training overheads.

Central to the Kandiwal Adult Learning Centre need is to provide trainees the opportunities to improve literacy, numeracy and general education certificate standards utilizing the Australian Core Skills Framework tools to assess standards, undertake and achieve competitive skills and job ready levels required by their prospective workplaces and career paths.

This is a key factor that drives the significant net benefits that will flow from the project as job-seeker and welfare dependency reduces and new incomes make a strong contribution to the local economy. The net benefit from the project is forecast to be in excess of $15.6 million over the next eight (8) years.

Some of these 34 FTE roles, particularly in tourism, are expected to be seasonal during the dry season requiring a pool of employees to share jobs and rosters; thus the actual Wunambal Gaambera participation is expected to exceed 50 over the next 8 years. This business case is based on providing 56 traineeships for 34 FTE employment outcomes.

The Wunambal Gaambera traditional owners directly involved in preparing this business case emphasised the need for employment training to be conducted on country. It was explained their identity is through their traditional lands and therefore will be more engaged and comfortable participating in training programs delivered on country.

The Kandiwal Adult Learning Centre provides that base for the delivery of theory in ‘classroom activities’ as well provide trainees with accessible self-learning facilities, while at the same time having close proximity to field activities and workplace ‘on the job training’ locations.

The Kandiwal Adult Learning Centre is a demand-driven need that will play a vital role in the creation of new employment opportunities for both current and future generations of Wunambal Gaambera people. Its clear linkage to the success of growing Wunambal Gaambera economic development as demonstrated in this business case and the significant net benefits that will be derived from the project, provide strong justification for investment in the Kandiwal Adult Learning Centre.

Project Background

Wunambal Gaambera Aboriginal Corporation (WGAC) is assisting Wunambal Gaambera Traditional Owners to grow wealth and well-being by achieving economic and employment outcomes on and from their traditional lands.

The Wunambal Gaambera people have based their Healthy Country Plan 2010-20 (HCP) on ways to realise their Vision (in table 1 below) of being secure, living and working on and from Country, by using their unique assets (land, exclusive possession), traditional knowledge and culture and modern practices.

Wunambal Gaambera Healthy Country Vision

It is our vision that in ten years' time:

- we will be looking after our country in the way of our Wanjina Wunggurr Law
- we will be living on and making business from our country
- we will be protecting and sharing our cultural places as our traditional Law says
- we will be using our traditional knowledge and Western science to care for our country so that no plants and animals are lost
- we will be respected as the proper owners and managers of Wunambal Gaambera Country
- we will have ranger stations on country to help us look after country
- we, and our future generations, will have the cultural knowledge of our elders
- our country will be giving us and our future generations a healthy life

The proposal to develop the Kandiwal Adult Learning Centre has evolved from the emerging employment needs of economic development and participation opportunities being asserted and pursued by Wunambal Gaambera people. WGAC's Healthy Country workforce planning estimates for a sustainable Wunambal Gaambera population of 700+ living on and looking after their families, culture and assets, there is a communal need for bread winners earning sustainable incomes on and from Country (2012 Wunambal Gaambera Population Survey unpublished) currently 15 percent along that goal.

In 2017, WGAC partnering with Kandiwal Aboriginal Corporation (KAC), successfully applied to the Building Better Regions Fund (BBRF) – Community Stream for assistance to develop and document a business case for the proposed Kandiwal Adult Learning Centre. This business case will be used to support funding efforts and guide the development of a dedicated niche adult learning facility in the Mitchell Plateau area.

The methodology and approach adopted in developing this business case involved a high level of traditional owner participation and input through a series of planning phases. These phases included an assessment of employment demand & needs analysis; traditional owner field studies/workshops; concept plans; stakeholder mapping; and documenting the business case.

Two comprehensive field trips in May and October 2018 were carried out with traditional owners to identify the emerging economic development opportunities and quantify the related employment that will be generated for which the Kandiwal Adult Learning Centre will play a vital role as an on-country facility for vocational training and skills (including literacy and numeracy) development.

The Wunambal Gaambera people's dedication of Wunambal Gaambera Country as the Uunguu Protected Area (Land and Sea) managed by WGAC to International Union for Conservation of Nature (IUCN) standards by implementing the HCP; the implementation by WGAC of the Uunguu Visitor Management Plan (2014) including the now fully operational Uunguu Visitor Pass permit system (UVP) to all parts of Wunambal Gaambera Country, underpins the role WGAC has as the Protected Area Destination Manager.

WGAC is seeking Protected Area Destination Manager accreditation to demonstrate best practice and commitment to sustainability of tourism in Wunambal Gaambera Country in accordance with the Global Sustainable Tourism Council's sustainability criteria of (after Eco Tourism Australia):

Protected Area Destination Manager

Demonstrating effective sustainable management

Maximising economic benefits to the host community and minimising negative impacts

Maximising benefits to communities, visitors, and culture and minimising negative impacts

Maximising benefits to the environment and minimising negative impacts

This Kandiwal Adult Learning Centre Plan and Business Case contributes to WGAC's capacity to assist Wunambal Gaambera people and varied industry operators maximise local participation, local benefit and from a tourism and Healthy Country perspective provide visitors a unique “Uunguu Experience” of cultural and natural values.

Business Case Structure and Concepts

To demonstrate the growing income opportunities, the following Strategic Map and the Section 2 Economic Development scenarios outline plans and strategies for further development of both existing and potential activities and facilities to maximise the direct participation of and benefit for Wunambal Gaambera people from the Wunambal Gaambera sector of the north Kimberley economy. Tourism alone in Wunambal Gaambera Country is an annual $20million medium-high value industry.

The employment and facility plans and learning centre concept in Sections 2 and 3 respectively, result from Wunambal Gaambera's recent:

- determination of native title (exclusive possession);
- steadfast implementation of the Wunambal Gaambera Healthy Country Plan – (75 percent on track)
- protected area status – Uunguu IPA and Conservation Parks; and
- implementation of the Uunguu Visitor Pass permit system,

providing the framework of land ownership, authority and growing financial resource base to provide Wunambal Gaambera people the confidence, means and drive to assert participation in industries and opportunities in the Ngauwudu (Mitchell Plateau) area specifically and other parts of Wunambal Gaambera Country.

Section 2 details short and medium term activities and opportunities for Wunambal Gaambera employment and income generation. Some Ngauuwudu activities/facilities (Mertens in Mitchell R NP, Mitchell Plateau Airfield, Kandiwal Safari Lodge Tour Operations and Munurru Camp Ground), already exist needing Wunambal Gaambera participation and expansion; others (the northern Ngauwudu sites) are in planning stage with assistance of WA Governments Dept of Planning Land and Heritage Coastwest Grant, and the more remote Visitor sites (Birramangury (Lawley R) and the western Bigge Island and Gibulde) are part of the next planning phase in the coming two years 2019-20.

Section 3 scopes the Kandiwal Adult Learning Centre concept including the workforce demand potential as summarised in Table 2, the proposed Centre operations and the benefits that will accrue locally and to the wider Australian community. The Kandiwal Adult Learning Centre concept is, for WGAC, Kandiwal and Wunambal Gaambera people, an extension of an already familiar learning and skilling activity – WGAC's development of the Uunguu Ranger Team (Australian Government's Working on Country/now Indigenous Ranger Program).

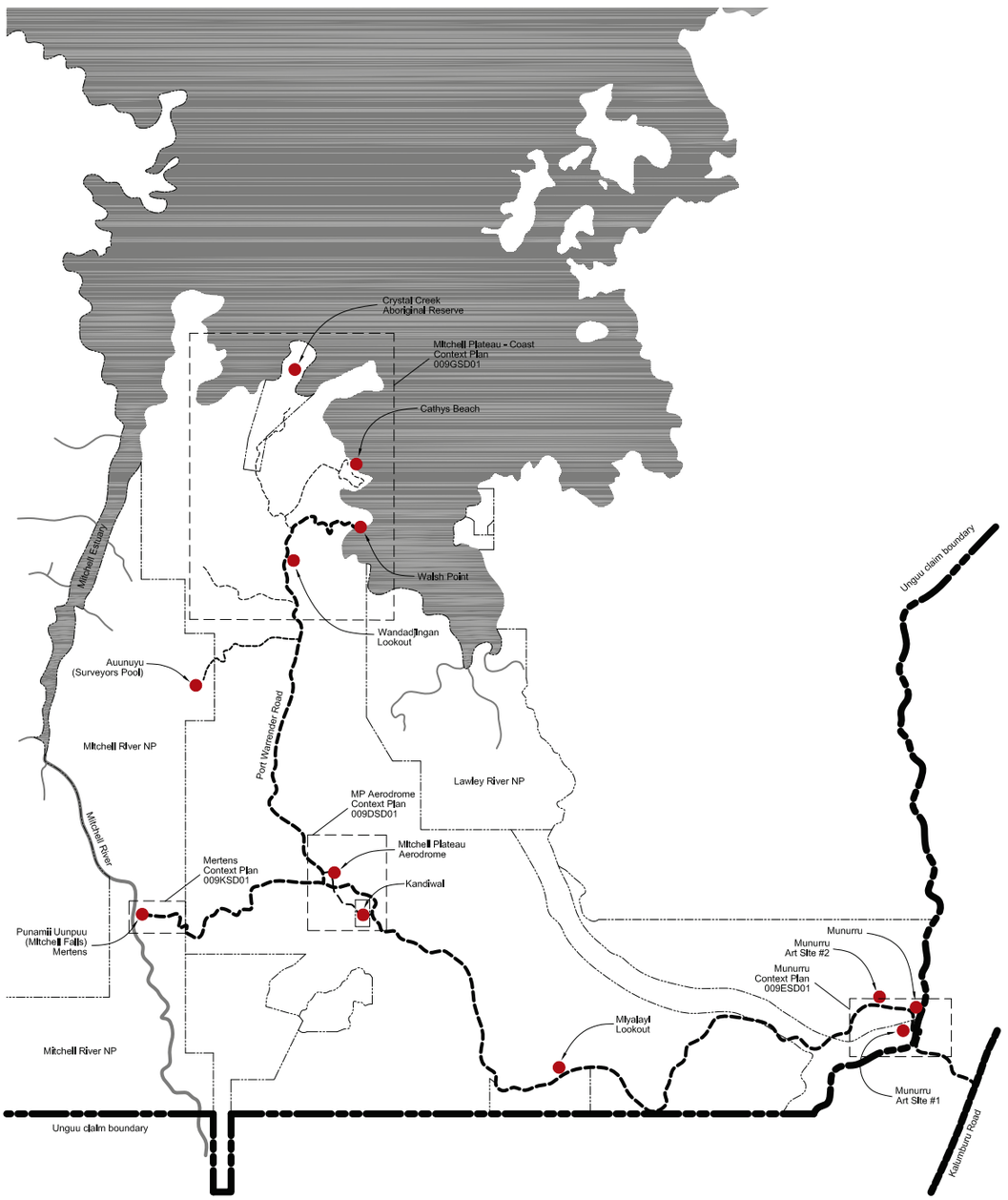
WGAC's experience is that a core training unit of 4-6 introductory level trainees and 3-4 higher level traineeships/employment (Certificate II-III) with a leader (Ranger Coordinator) to schedule and mentor training is of manageable size.

The Learning Centre facility, accommodations and resident coordinator/mentor will be of distinct advantage to fill the present void of capacity to provide and foster both formal training, accessible support and year-round "self-learning" facilities. It is envisaged Certificate I - III traineeships will be a range of courses that integrate:

- industry and skills specific courses;
- bridging courses in general adult education, literacy and numeracy leading to WA Certificate of Education accreditation; and
- courses bridging assessed skills and performance gaps utilizing the Australian Core Skills Framework,

for all traineeships whether provided by a third party employer, sponsored by the Kandiwal Adult Learning Centre or WGAC.

This Kandiwal Adult Learning Centre Business Case is a concept strategy structured to identify the need and means to achieve the proposed employment outcomes. The next phase will be to develop a project agreement by partners, complete design and secure investor sources required to implement the strategy.



Mitchell Plateau
Location Plan

North

0 5 10km

VIGILANTE LANDSCAPE ARCHITECTURE
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BUILDING & INFRASTRUCTURE REQUIREMENTS
MITCHELL PLATEAU

LOCATION PLAN

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Drawn by Stephen Vigilante
Date: December 2018

Dwg. No. 009 **SD 01c**

Map 1

Strategy Mapping

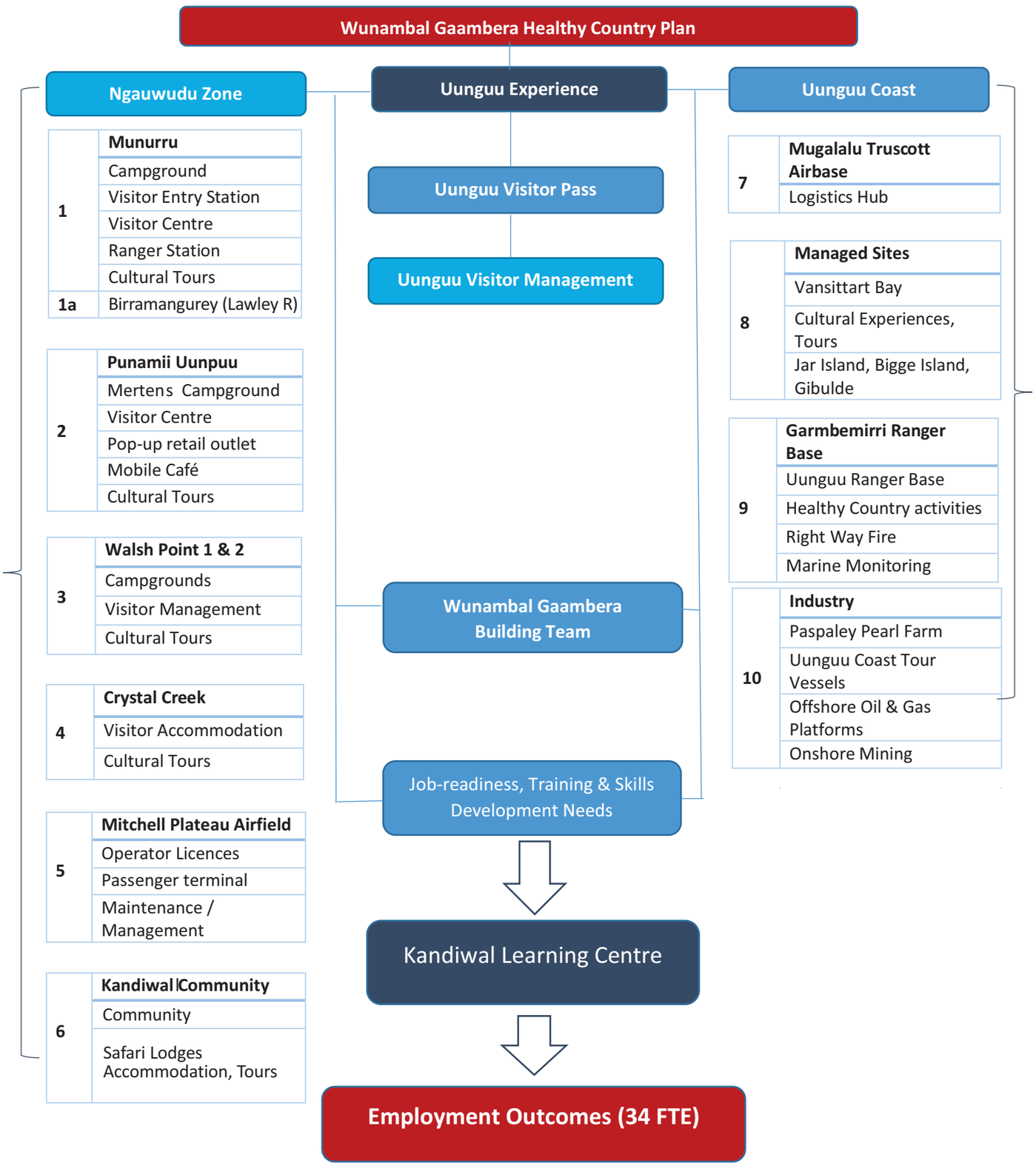

Figure 1 – Strategy Mapping

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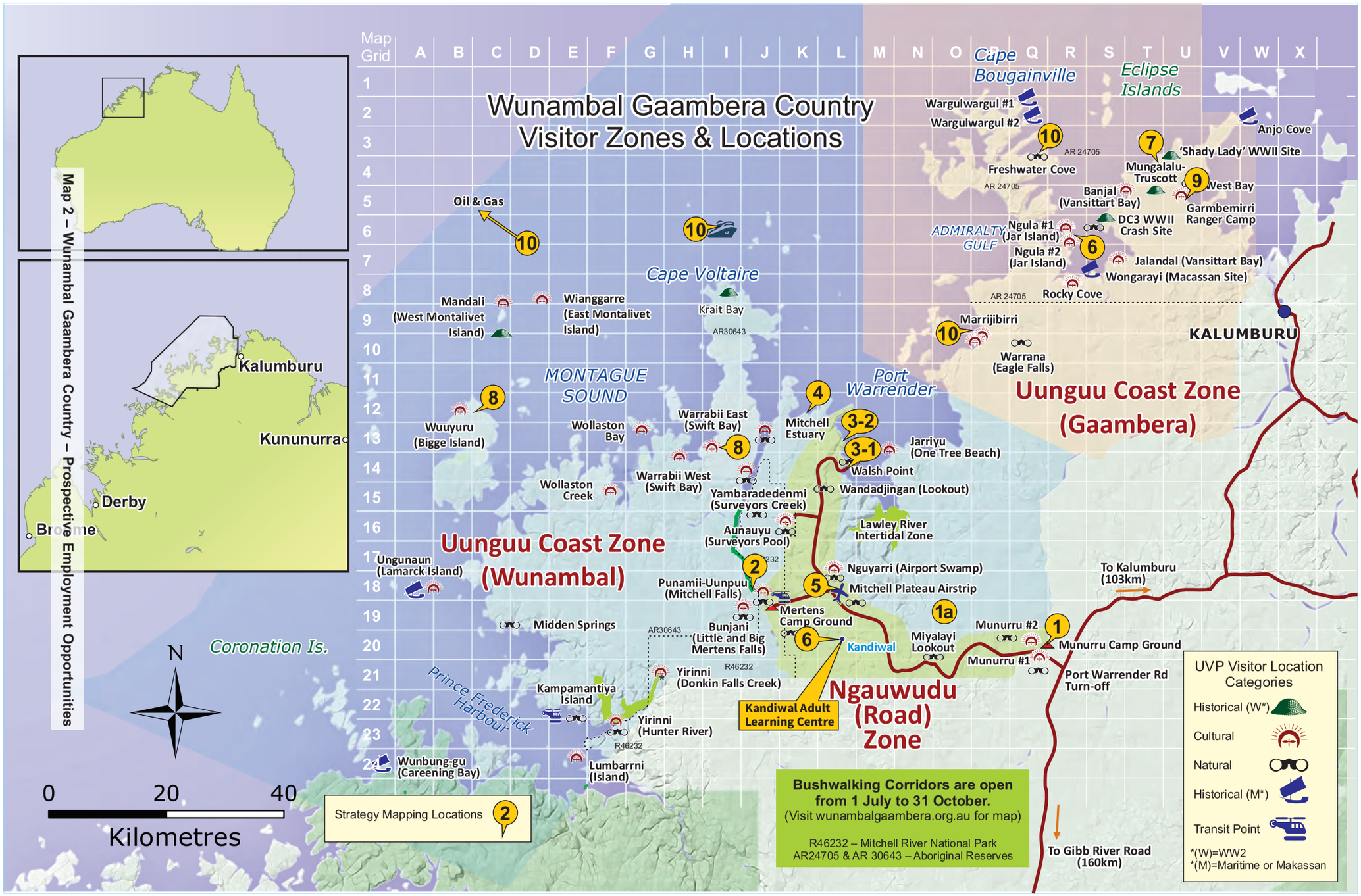
Wunambal Gaambera Country Visitor Zones & Locations



Section 2 Economic Development

The Ngauwudu Zone refers to the land and foreshore areas of Mitchell Plateau within Wunambal area (see map 2) and comprises a number of Visitor Locations that service visitors to the area. These locations: Munurru Campground; Kandiwal Lodges, Mertens Campground, Walsh Point, Crystal Creek and Mitchell Plateau Airfield are the primary focus of this business case as 70 percent of short-medium employment opportunities are in Ngauwudu, principally in the tourism industry. Employment opportunities along the Uunguu Coast and Anjo Peninsula (refer map 2) can be accessed from Kandiwal and are also included as opportunities.

These locations represent economic development opportunities for Wunambal Gaambera traditional owners and are discussed in more detail below.

Ngauwudu Zone

1 Munurru Campground

Munurru Campground is located adjacent to the banks of the King Edward River, the gateway and the first designated camping area for visitors when entering the Mitchell Plateau area by the Port Warrender Road.

The Munurru camp ground, as is all of Ngauwudu area, Wunambal Gaambera exclusive possession native title. WGAC commenced operating the camp facility in 2018 taking over management from DBCA Parks and Wildlife Service.

Current Use

Munurru Campground is an existing visitor facility that provides camping, day-use areas and hybrid toilets for the independent visitor market and 4WD tour vehicles. Some 70 campsites are spread across a broad area adjacent to the King Edward River, which provides swimming and bushwalking. Nearby cultural sites and tours are within five kilometres of Munurru.

The campground had 5,500 campers in 2018, generally between May – October, with peak in July school holidays. It represents the first of two camping Ngauwudu options for travellers once they enter the Port Warrender road en route to various locations on the Mitchell Plateau. All campers must hold an Uunguu Visitor Pass.

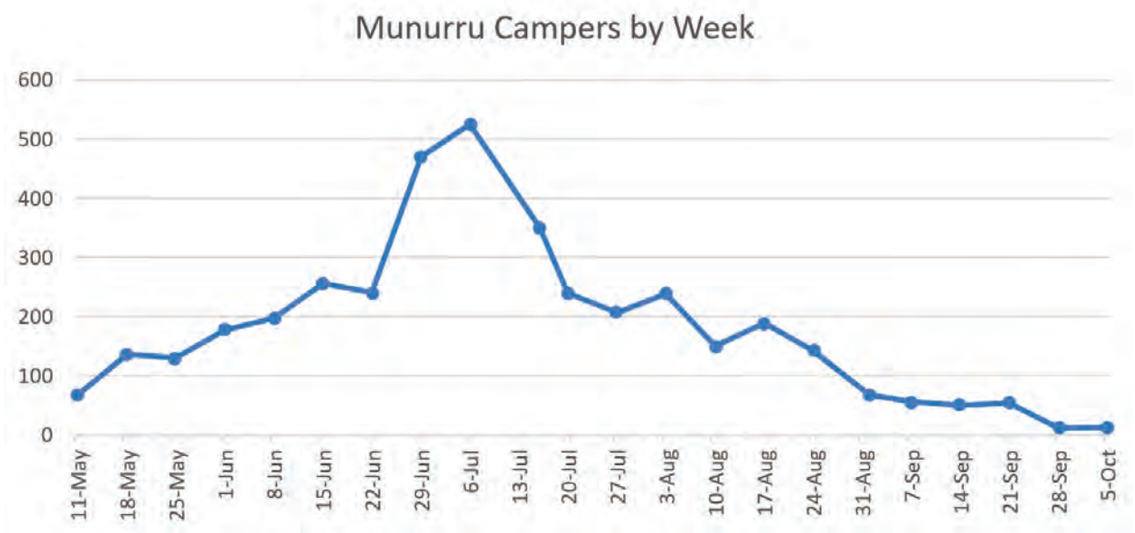


Figure 2 – Overnight visitors to Munurru Campground by week 2018

Future Use

WGAC at present manages Munurru campground pending longer term arrangements by Wunambal Gaambera traditional owners. Proposed immediate and near term developments and initiatives have been identified for Munurru campground that include:

- Expand camp sites and encourage travellers, particularly those with trailers/caravans to make day-trips from Munurru to Ngauwudu locations;
- Designated camping bays for 4WD tour operators;
- Develop and operate the Ngauwudu Entry Station on the Port Warrender Rd;
- Develop the Uunguu Ranger management and field training base for the campground;
- Develop cultural tours and interpretation at adjacent art sites; and
- Develop the camp ground Visitor Centre including cultural events area, retail and shower facilities.

The development of Munurru camp ground is a priority for the Wunambal Gaambera traditional owners. It will generate a minimum of seven 7 FTE (seasonal) employment opportunities over the next eight (8) years as outlined below:

- Tourism /guiding (2)
- Rangers UVP and HCP (2)
- Customer Service retail (1)
- Art/Craft and Performance (2)

Training and skills development is pivotal to achieving the targeted employment outcomes and the ability to deliver a quality traditional owner “Uunguu Experience” for visitors clearly supports justification for the establishment of the Kandiwal Adult Learning Centre.

2 Punamii Uunpuu (Mitchell Falls) & Merten's Campground

Punamii Uunpuu (Mitchell Falls) is a major Kimberley cultural and natural icon. Mertens Campground precinct is within the Mitchell River National Park managed by DBCA and is the second camping within Ngauwudu.

Current Use

Visitors are drawn by foot or by helicopter to Punamii-Uunpuu to view the Falls complex in full flow, with many visitors opting for a combination of both. Additional locations frequented by visitors by road from Mertens include Surveyor's Pool (Aunauyu) and Walsh Point to the north.

Mertens Campground is located adjacent to the start of the walk trail to the Falls and provides a Ranger Base, camping area with hybrid toilets, potable water, fire rings and a separate day-use parking area. . Camping fees apply and all visitors are required to purchase an Uunguu Visitor Pass (UVP).

WGAC has licensed the helicopter base operations from the Mertens campground.

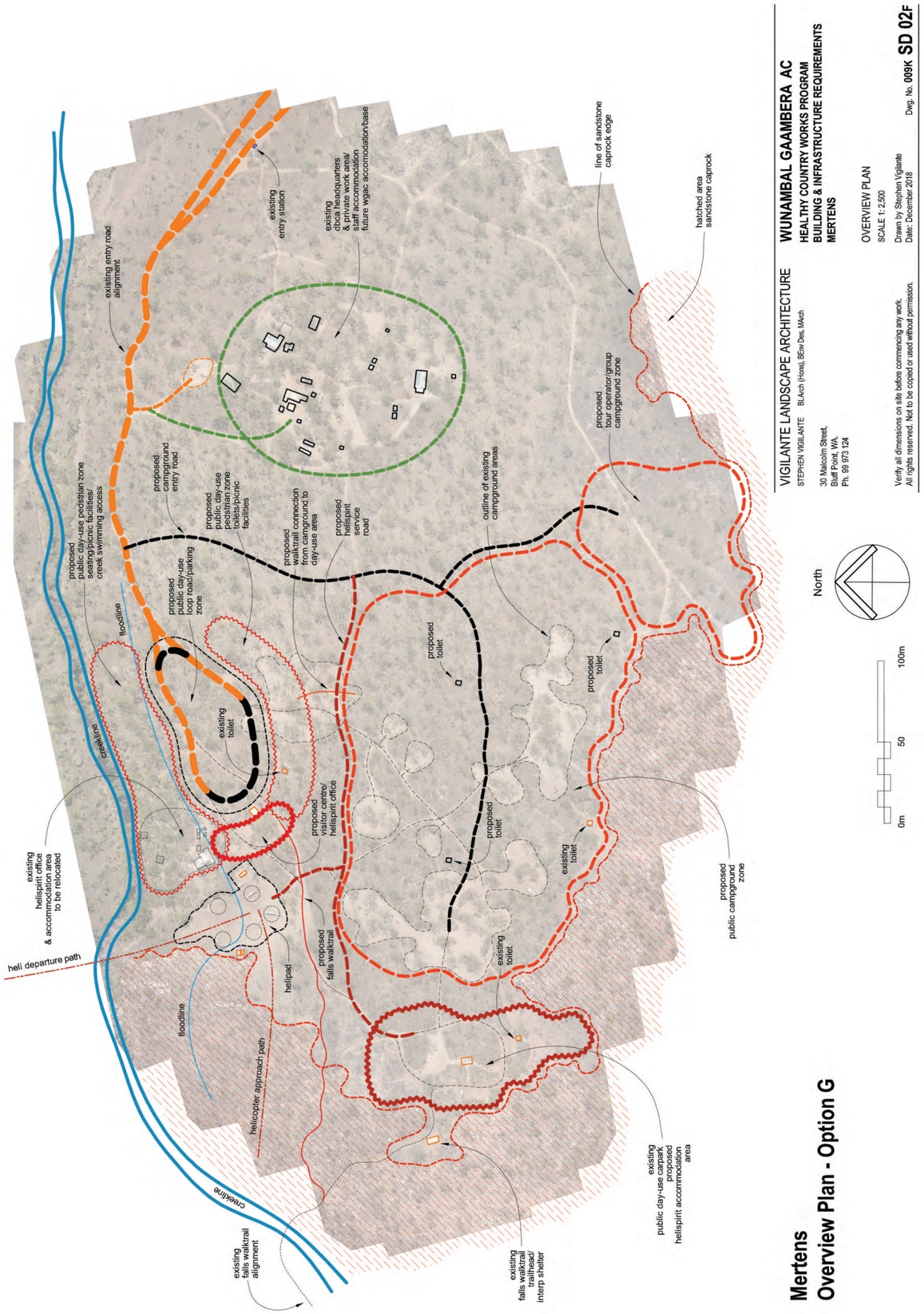
Future Use

The Mertens precinct will see some changes to the overall layout, helicopter base facilities, access roads, camping and day-use visitor facilities to accommodate a new Visitor Centre as the Mertens focal point, see layout plan below.

WGAC and Helispirit is planning development of the Visitor Centre to incorporate retail space for Helispirit and Wunambal Gaambera needs, and feature Wunambal Gaambera cultural works and merchandise. Visitors will be able to access information (cultural, historical, healthy country – environmental) relevant to the area and will be the entry point for the walking track to Punamii Uunpuu. Kandiwal Community is proposing to establish a mobile café enterprise to meet visitor demand at various locations.

Employment demand generated through further development of the Mertens camp ground area will see a minimum of eight new opportunities over the next eight (8) years as:

- Rangers/Guiding (3)
- Customer Service (3)
- Art / Craft retail (2)



Map 3 – Mertens Precinct, Mitchell River National Park

3 Walsh Point

The Walsh Point precinct is a remote Ngauwudu location north-east of Punamii Uunpuu that is accessed by a rough track section of the Port Warrender Road. There are two main sites in the Walsh Point precinct: Location 1) – the campsite on the southern side of the headland and Location 2) – the beach located on the second headland north. Kandiwal traditional owners regularly use Walsh Point area for hunting, fishing and recreation.

Current Use - Location 1

This location is popular with anglers as it represents one of the few accessible locations at which a boat can be launched on the north Kimberley coast.

Current uses at this location are represented by random campsites created by visitors (mainly anglers) who invariably stay in excess of one (1) week. The campsites are situated on high ground set back from the tidal area. A track leads down to the boat launching area (a rocky part of the coastline set between mangroves). A compost toilet installed by DBCA services the campsites and day-use area.

Visitor numbers to Walsh Point are not significant when compared to the overall number of visitors to Mitchell Plateau. However, unmanaged visitation impact at the location is clearly evident by rubbish and boating debris. In some ways the rough nature of the access track serves as a regulator of visitor numbers however visitation is anticipated to increase more so with improvements to the headland track.

Current Use – Location 2

The beach situated on the north side of the next northern headland north is more challenging in terms of access and for this reason is not frequented as regularly by visitors. The area provides shaded random camping with a small freshwater spring nearby. The beach is typical of the north Kimberley coast but not safe for swimming. Set back from the beach foreshore is a relatively flat rocky shelf at which ‘traditional stone formations’ can be observed, highlighting the high cultural values of the area. Further exploration of access tracks has concluded that access to this site in the immediate term would have to be facilitated by boat from Location 1 or by helicopter.

Future Use – Location 1 and Location 2

The Wunambal Gaambera traditional owners intend the Walsh Point precinct be accessible to visitors in accord with traditional owners sustainable development parameters based on; access, managed camping and site capacity, adequate amenities, reservation of environmental and cultural values.

A high priority in developing the Walsh Point sites is to improve the 5km Port Warrender ridge – Walsh Point foreshore track section for reasons: traditional owner families amenity, to attract Kandiwal Lodge Tours, 4WD visitors, campers and anglers from Munurru and Mertens to stay longer in Ngauwudu at the Walsh Point coastal venues, and Uunguu Coast mariners to access Ngauwudu.

The proposed camping capacity at Walsh Point Location 1 will be restricted to 21 sites initially and provide a day-use area as in the plan below. These sites will be provided with fire-rings, communal hybrid toilets and serviced with fresh water from the most viable of existing bores or self- filling rainwater tanks. The Beach Location 2 camping facilities is intended to be a higher yield/facility campsite with 8-12 tent platforms, communal ablutions and hybrid toilet facilities.

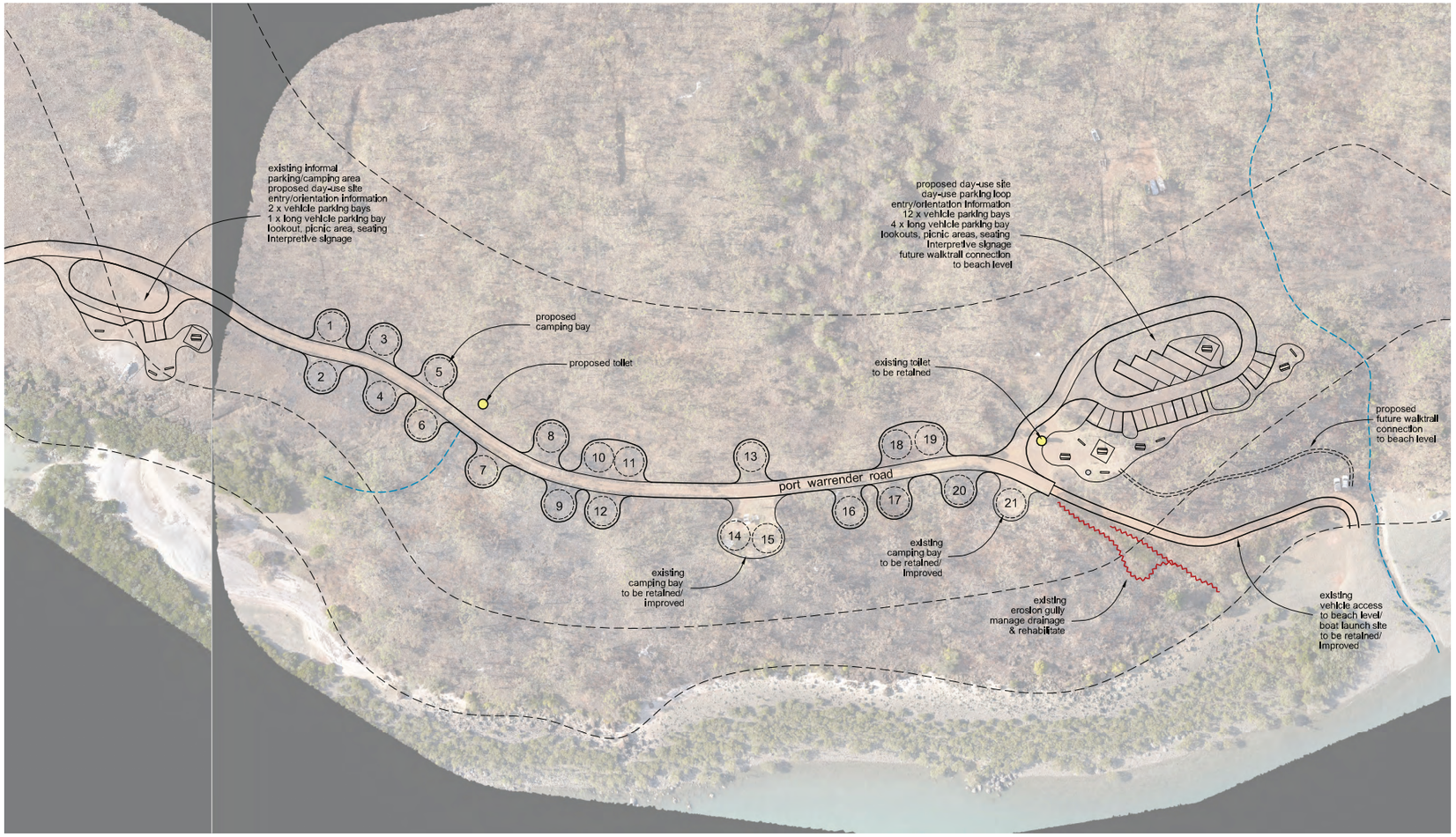
Directional and interpretive signage will be improved and installed at the sites to inform visitors of campground rules, including the need to respect nearby cultural sites, the surrounding environment and awareness of safety considerations (e.g. no swimming, presence of crocodiles).

Ultimately, the more formalised Walsh Point and Beach camping areas is about improving the visitor experience and managing visitation within parameters set by the traditional owners.

A minimum of six (6) new employment opportunities will be created through the development of these two sites in the following fields:

- Ranger/Guide (2)
- Coxswain / Crew (2)
- Camp Manager /Hospitality (2)

To enable Wunambal Gaambera traditional owners to participate in training on country for the roles at Walsh Point precinct is critical in terms of acquiring skills for operating marine craft and to provide an authentic “Uunguu Experience”. Both sites are in road proximity to the proposed Kandiwal Adult Learning Centre.



Walsh Point
Site Plan

North

0m 50 100m

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WALSH POINT
SITE PLAN
SCALE 1: 1,200

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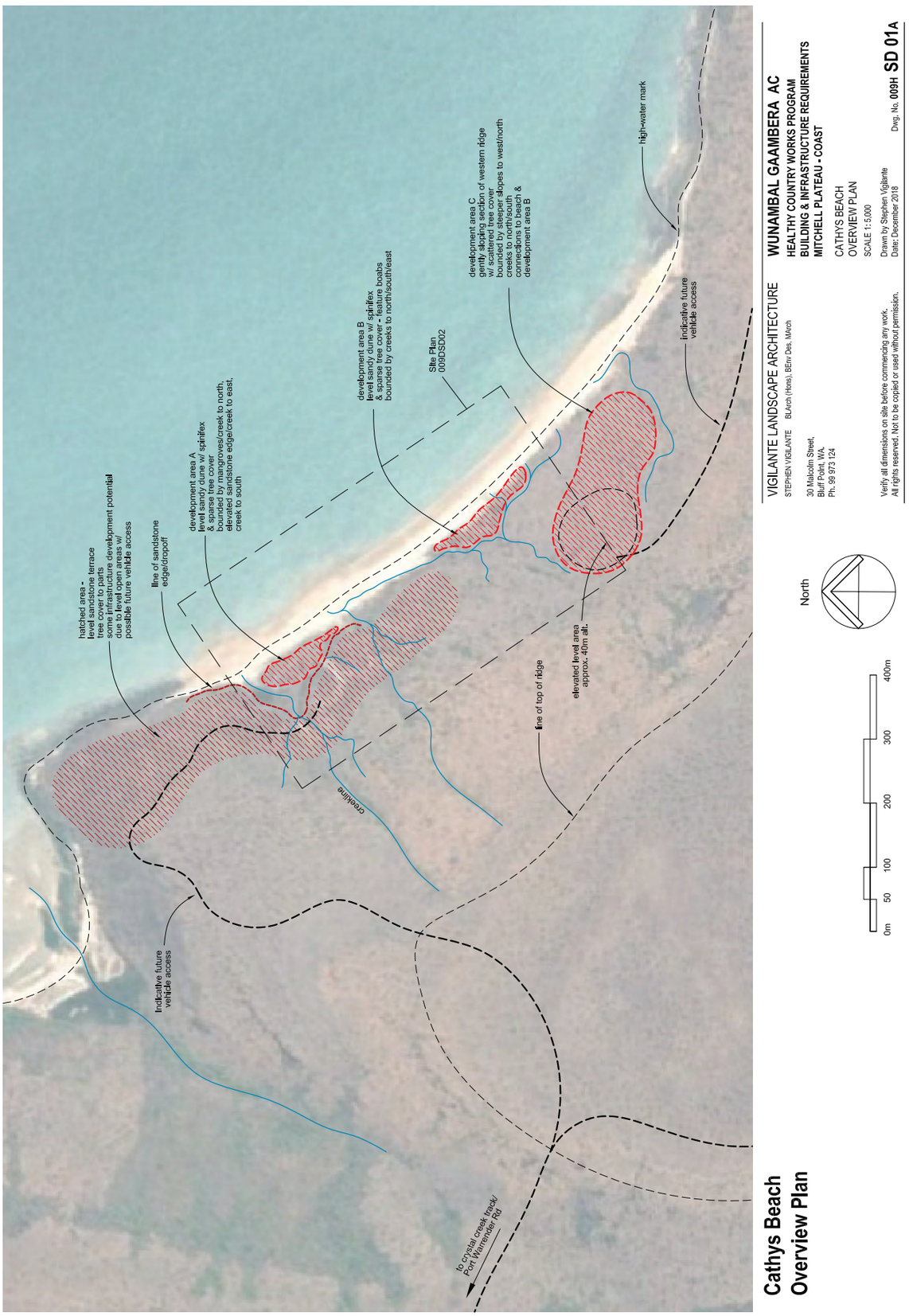
Map 4 – Walsh Point #1



Map 5 – Walsh Point #2

4 Crystal Creek

Crystal Creek is located to the north-west of Walsh Point and is accessed by a track from the Port Warrender Road, which WGAC grades once a year. The area is of high cultural and conservation value.

Current Use

This location is an undeveloped Aboriginal Reserve, leased to the Kandiwal traditional owners corporation (KNAC) by the Aboriginal Lands Trust. It is a relatively flat landscape that overlooks the Admiralty Gulf. On the western side of Crystal Creek is an extensive sandstone ridge that contains a number of culturally sensitive rock art sites. Crystal Creek is a traditional owner recreation area.

Future Use

The proposed use of the Crystal Creek site is visitor accommodation and facilities. The intention of this development is to create another traditional owner operated camping ground alternative for visitors, broadening the network of camping locations to encourage an increased length of stay and maximise 'visitor spend' while in the Ngauwudu zone.

In the short-term it is proposed that a small campground of 15-20 sites will be established with communal hybrid toilets and fresh water supply – a nearby bore to supply an elevated tank storage for gravity feed to the camping area.

The site has strong attributes for the development and delivery of cultural tours and activities such as fishing, bush-walking and bird-watching. A key aspect that is likely to appeal to visitors is the isolation (for those wanting to get away) and remoteness. The site provides stunning sunsets overlooking the coast and myriad of close offshore islands.

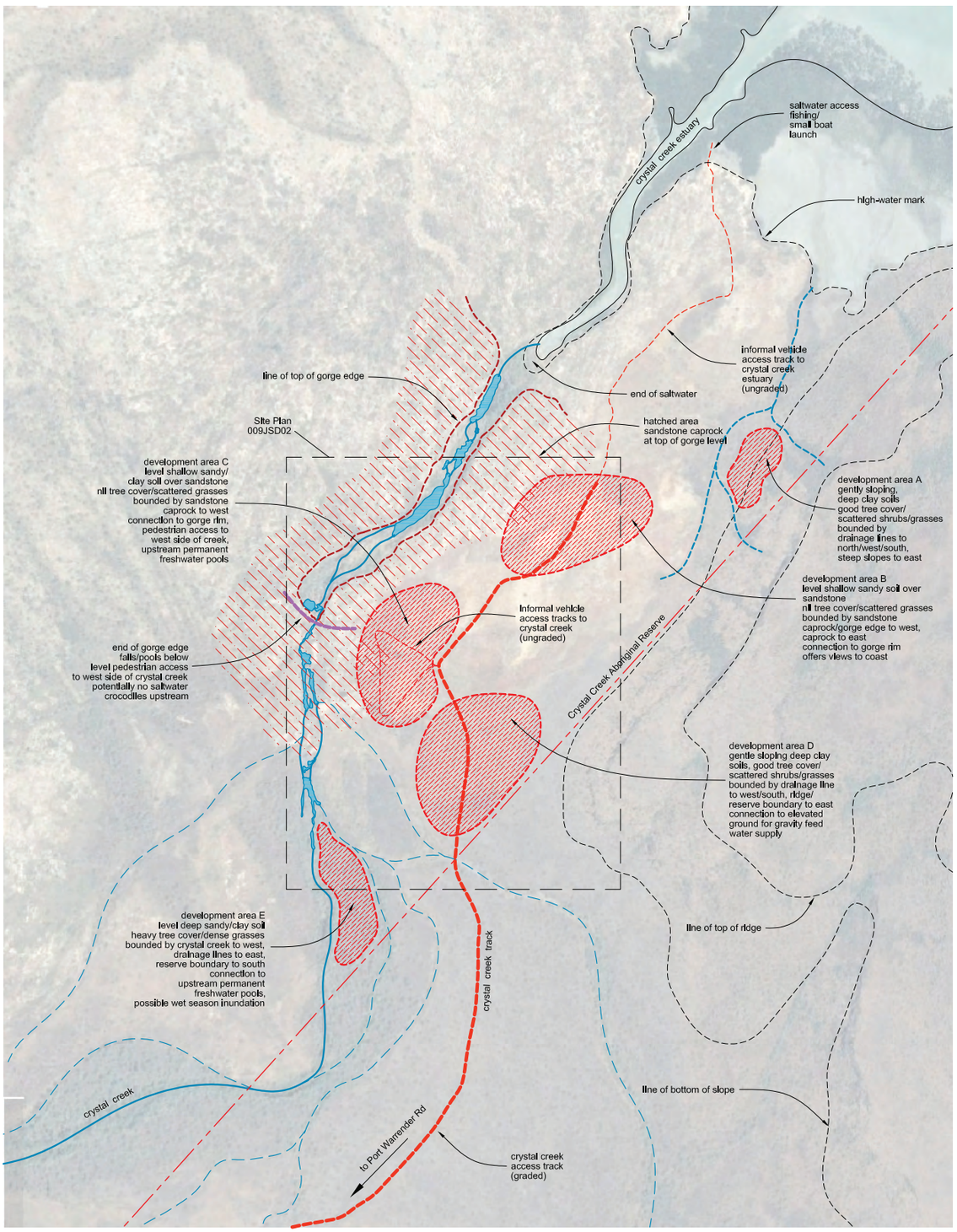
In the medium - long term Kandiwal traditional owners have a vision to develop the site into a more exclusive, high-end, remote accommodation facility with traditional owners providing guiding services for specific activities that guests seek to undertake (e.g. crabbing, fishing, rock art, bushwalking, bush tucker, bird watching.).

A minimum of three (3) new employment opportunities will emerge through the development at

Crystal Creek over the next eight (8) years in the following fields:

- Tourism / Guiding
- Camp ground management
- Coxswain /Crew

The proximity of Crystal Creek to the Kandiwal Community makes the proposed Kandiwal Adult Learning Centre the most pragmatic and logical option for delivery of training and skills development on country.



Crystal Creek Overview Plan

North

0m 100 400m

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CRYSTAL CREEK
OVERVIEW PLAN
SCALE 1: 7,000

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Date: December 2018

Dwg. No. 009J **SD 01A**

Map 6 – Crystal Creek

5 Mitchell Plateau Airfield

Mitchell Plateau Airfield is located a short drive from Kandiwal Community. It comprises two (2) gravel runways approximately 1,600 m in length, a short taxiway and parking apron. It is classed as an ‘Aircraft Landing Area' under the Civil Aviation Safety Authority (CASA) guidelines.

The airfield was originally constructed by bauxite mining interests to service exploration programs. In 2015 the WA State Agreement establishing the Mitchell Plateau bauxite reserve was cancelled, lifting the impairment to exclusive possession native title and now WGAC manages the airfield for Wunambal Gaambera people.

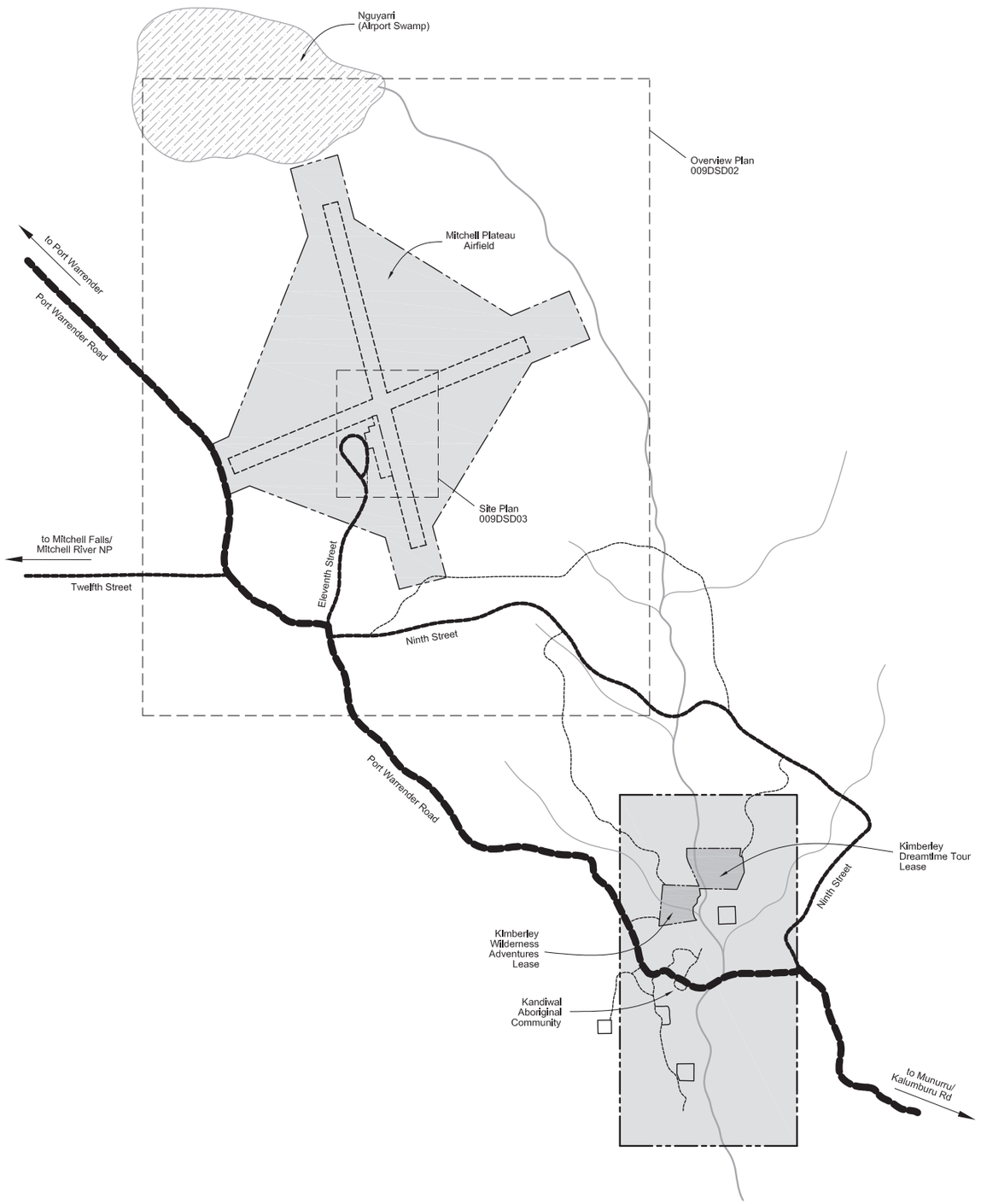
Current Use

The airfield handles 1,000 landings annually, services the needs (e.g. guest transfers, staff transfers, supplies, aerial operations) of land and marine tour operators in the area. The airfield also services WGACs Healthy Country aerial burning and other operations, DBCA national park operations, fuel and general container storage as well as travel and emergency evacuation access for Kandiwal Community throughout the year.

Future Use

Airfield infrastructure upgrades are proposed by WGAC of runway(s) to all weather gravel standard, lighting, fencing, redefined aircraft apron area and a new passenger facility. WGAC submitted in late November 2018, a grant application to the Dept of Infrastructure, Regional Development and Cities for Mitchell Plateau Airfield runway, apron and associated works under the Remote Airfield Upgrade program.

WGAC's management role will ensure airfield maintenance (runway slashing, safety and hazard clearing, regulatory compliance and reporting). A new employment opportunity of an Airfield Reporting Officer (ARO) is to be established for 2019. The engagement of the Wunambal Gaambera Building Team in a range of construction and maintenance projects will help to sustain these existing roles.



Mitchell Plateau Aerodrome
Context Plan

North

VIGILANTE LANDSCAPE ARCHITECTURE
STEPHEN VIGILANTE BLArch (Hons), BEnv Des, MArch

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Verify all dimensions on site before commencing any work.
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WUNAMBAL GAAMBERA AC
HEALTHY COUNTRY WORKS PROGRAM
BUILDING & INFRASTRUCTURE REQUIREMENTS
MITCHELL PLATEAU AERODROME

CONTEXT PLAN
SCALE 1: 20,000

Drawn by Stephen Vigilante
Date: November 2018

Dwg. No. 009D **SD 01**

Map 7 – Mitchell Plateau Airstrip

6 Kandiwal Community

Kandiwal, the ancestral place and home of Kandiwal Graa traditional owners and their families with a regular population of 20+ and seasonally up to 40, is situated some 10 kilometres south of Mitchell Plateau Airfield and connected to the Gibb River Road and Kimberley towns by the Port Warrender and Kalumburu Roads.

Kandiwal families have over the past 30+ years built their community at the present site on Camp Creek from canvas into a well-founded community with established housing, full service utilities, registered layout plan, communications and operate a registered school of the air. Some families presently reside in Kimberley towns but school at Kandiwal. Housing and income opportunities are a present limiting factor.

Kandiwal Community occupies the 200 hectare Aboriginal Reserve 42512, with their traditional owner corporation Kandiwal Nominees Aboriginal Corporation (KNAC) holding a long term lease from the Aboriginal Lands Trust. Two tour companies have KNAC sub-leases on the banks of Camp Creek near the Community, and each have established world class safari lodges identifying with nearby iconic Punamii-Uunpuu (Mitchell Falls) as part of their Kimberley wide safari tour and accommodations network.

Current Use

Kandiwal Community is managed by their own Kandiwal Aboriginal Corporation (KAC); their Community Development Program (CDP) 8-10 participant unit is resourced and assisted by the Derby based Winun Ngari Aboriginal Corporation, a West Kimberley Remote Jobs and Communities Program service provider.

Kandiwal members gain informal seasonal casual guiding and hospitality employment at the nearby safari lodges as well sell art and craft merchandise to lodge guests. Kandiwal provides a casual base and Ranger team members for WGAC's Healthy Country operations during the wet and dry seasons and members also gain casual Ranger employment with DBCA Parks and Wildlife service at Mitchell River NP.

Future Use

Kandiwal's growth in wealth, well-being and sustainability needs family 'breadwinners' earning incomes in the range of the regions Average Weekly Earnings of $68,000 (2018). From a preliminary 2012 genealogy update survey (unpublished) there were an estimated 9 potential working age (male and female) Kandiwal 'breadwinners' with a wider Wunambal pool of 67; some of those families may establish livelihoods at Kandiwal. The existing Kandiwal Layout Plan suggests the Community is planning for about 25 more residences.

The two safari lodges are generally seasonal in operation between May and October. Each have rostered 6-8 staff ranging from Camp Manager, chef, kitchen, hospitality, housekeeping and guide job types supplemented by regular bus tour crews. Opportunities exist for Kandiwal-Wunambal Gaambera job substitution with focused training, building work experience and reliability through traineeship and internship placements and arrangements. Employee performance and roster availability in remote and pressured seasonal environments is a constant and significant employer business risk. Developing local employment capacity provides an opportunity to alleviate that risk.

Potential new job opportunities identified for or based from Kandiwal in table 2, over the coming years are:

- Administration (2)
- Child Care (1)
- Airfield operations (1)
- Trades and maintenance (3)
- Safari Lodge guides (2)
- Safari Lodge hospitality (2)

1A Birramangurey (Lawley River)

WGAC will undertake planning on country with Birramangurey Traditional Owners in 2019 to assess tourism potential and Visitor Locations for their area.

Uunguu Coast Zone

7 Mungalalu Truscott Airbase

Mungalalu Truscott Airbase (MTAB) is located at the base of the Anjo Peninsula in the eastern Gaambera area of the Uunguu Coast. The airbase was established by the Australian Government as part of World War II efforts. The airbase is leased by WGAC to Mungalalu Truscott Airbase Pty Ltd (MTA), a private logistics company that provides accommodation, ground handling and refueling services to the aviation sector.

Current Use

MTAB is currently used as a logistics hub for helicopters and aircraft movements associated with the offshore oil and gas fields in the north Kimberley and the nearby pearl farm operations. MTA provides accommodation, dining facilities, refueling, aviation ground handling, hangars and other supporting infrastructure for helicopter and fixed wing craft that transport workers and materials to offshore platforms.

Future Use

MTAB will continue to be used as a logistics hub for the oil and gas industry. Conservative estimates indicate there is 40+ years of oil and gas reserves off the north Kimberley coast: the demand for onshore logistics support can expect to continue for an extended period of time.

In terms of the future development of MTAB, WGAC is exploring with MTA options to extend and strengthen the runway to accommodate jet aircraft enhancing the commercial advantage of the airbase over the long term as the closest transfer airfield for direct 'capital city- MTAB' same-day logistics to the off-shore platforms. Jet services will add significant value to the Wunambal Gaambera tourism destination and the Uunguu Experience as a transfer hub for the coastal cruise industry, Mitchell Plateau facilities and other North Kimberley destinations.

A minimum of two (2) new employment opportunities will emerge through the airbase in the medium term (next 2-6 years) in the fields of hospitality and plant operations. However, over the long term it is envisaged that several new employment opportunities will arise with growth in demand from the oil and gas sector and tourism.

Working at an airfield requires industry-specific training and skills development, particularly for airside operations. In terms of job readiness prospective employees will also require sound literacy and numeracy skills to meet operational safety requirements. The proposed Kandiwal Adult Learning Centre has a role in conjunction with the Garmbemirri training hub preparing Wunambal Gaambera traditional owners to transition into employment at MTA, as well as the year-round offshore oil and gas and potential onshore mining sectors.

8 Managed Sites

The Uunguu Coast Zone extends across Wunambal Gaambera Country. It contains a vast number of high- value locations that are frequented by Kimberley cruising operators and private yachts. With the authority of the Wunambal Gaambera traditional owners, WGAC has opened 'Visitor Locations' that form part of the Uunguu Visitor Pass (UVP) for the Uunguu Coast.

Traditional owners have identified potential opportunities relating to tourism developments at a number of high-value (biodiversity, culture and heritage) locations including:

- Ngula Jar Island
- Bigge Island
- Vansittart Bay (adjacent to Anjo Peninsula and MTA)

These locations are popular with Kimberley cruise operators for their guests' shore excursions, where they can observe and experience a range of historical (Macassan trepang trade) and cultural (rock art, caves, middens) sites as part of their extended journey along the Kimberley coast. The managed site locations are undeveloped at present however the traditional owners have plans in place – Uunguu Visitor Management Plan (UVMP) (https://www.wunambalgaambera.org.au/LiteratureRetrieve.aspx?ID=187924) – to increase their presence at these sites as part of the UVMP to gain 15 percent participation in the tourism industry in Wunambal Gaambera Country as outlined below.

Future Use

Both Ngula Jar Island and Bigge Island have been identified as future 'managed sites' in the UVMP for the Kimberley cruising industry and other visitors to these parts of Wunambal Gaambera country.

The term 'Managed Site' refers to the development of core residential camp facility that will support traditional owners to sustain a seasonal presence at these locations to deliver best practice high value "Uunguu Experience" including authentic interpretation, cultural tours, corroboree events and retail art and artefacts to the 6,000 visitors to the Uunguu Coast. As well the Managed Sites will be a forward base for Uunguu Ranger land and marine operations to patrol the Uunguu Coast and monitor visitor experiences and Uunguu Visitor Pass compliance.

The Ngula Jar Island Managed Site, itself a good close inshore anchorage, will be first site in 2019 to be developed as a cultural experience of welcoming ceremony, corroboree, interpretation, guide, art and retail merchandise facilities for the high yield 4,500 expedition cruise guests over a 4 month season. A 2018 trial corroboree and welcoming ceremony at Ngula Jar Island was well received by the 100 and 200 passenger expedition ship guests.

The immediate to mid-term opportunities for Wunambal Gaambera employment opportunities at or supporting managed sites are:

- Ranger/Guide (2)
- Business administration (1)
- Customer Service (1)
- Coxswain (1)
- Trade Maintenance (1)
- Art /Guide / Cultural Performers (4)

9 Garmbemirri Ranger Base

The Uunguu Ranger Base, situated at Garmbemirri just a short distance from the Mungalalu Truscott Air Base is strategic to the northern Uunguu Coast.

Garmbemirri has been under development as a Ranger Base for a number of years with gradual improvements made to infrastructure, however in the past 12 months a permanent structure has been built which will be completed by the end of 2018. Complementing the main building is a series of tents on platforms and ablutions that can collectively accommodate up to 25 people, a workshop, and solar power network and water storage.

Garmbemirri is a key base for Ranger Healthy Country and Uunguu IPA operations and support facility for Wunambal Gaambera communal gatherings and Gaambera traditional owner families accessing their own outstations and homes on country. Routine Uunguu Ranger Healthy Country operations from Garmbemirri include Right Way Fire early dry season burning, weed control, turtle and dugong monitoring and visitor management.

Garmbemirri is the Healthy Country training-learning centre for the Uunguu Ranger Team and casual Rangers (Traditional Owners) and will continue to expand this role to cater for Uunguu Coast developments, similar to the proposed niche Kandiwal Adult Learning Centre. Garmbemirri supports marine training, industry and tourism/visitor management training, particularly for Uunguu Coast Managed Sites.

A small scale bauxite mine is in planning stage for a location near Garmbemirri that will require extensive training and skilling facilities that Garmbemiri base is strategically placed to provide and build the Wunambal Gaambera workforce to capture the year round employment and services opportunities.

The Uunguu Ranger Team will grow from eight to fifteen over the next five years as a range of economic development initiatives, including the implementation of the Uunguu Visitor Management Plan reaches stable level by 2022.

Ranger candidates based at Kandiwal will be able to join a broader number of trainees at Garmbemirri for a particular unit/program. The vastness of Wunambal Gaambera land and sea country and seasonal isolation supports the concept of having two niche training hubs that are not overstretched in supplying focused training and mentoring capabilities.

9 Marine Industries

Paspaley Pearl Farms are situated on the eastern side of Bougainville Peninsula and at Osborn Islands. The farms offer year-round employment and training opportunities in farm operations, hospitality and marine operations. All Paspaley operations and employee accommodation is ship-based.

WGAC and Paspaley are presently developing a training and employment program for Wunambal Gaambera participation including worker transport logistics which will enable Wunambal Gaambera workers to access pearl farm shift rosters to and from local points.

The opportunities for trainees from Kandiwal and Garmbmeirri Adult Learning Centres to gain marine certificates - Coxswains, Engineers, Hospitality and Deck crew - will be possible that can open further employment choices on Uunguu Ranger vessels, Kimberley Coast small and expedition tour vessels and Kimberley Coast near and offshore marine operations. Five Uunguu Rangers are anticipated to gain their Coxswain certificates in 2019

This business case estimates at least eleven marine job and crew opportunities over the next eight years as follows:

- Naguwudu tour operations (4)
- Uunguu Coast Tourism (4)
- Uunguu Coast Industries (3)

Section 3 - Kandiwal Learning Centre

Employment

The economic development and enterprise initiatives discussed in the previous section provide significant opportunites for Wunambal Gaambera traditional owners through both new employment initiatives and existing employment substitution favouring Wunambal Gaambera people, all providing subsequent increased economic independence.

These employment opportunities have been quantified for each potential employment activity in table 2 together with the industry and vocation to which they relate. The table highlights that in excess of 60+ employment potentials can be identified over the coming eight years, with 45 Jobs in Ngauwudu (Mitchell Plateau) and nearby Wunambal areas of which 35 jobs in Mitchell Plateau Area will be in the Tourism sector.

The key vocational opportunities for Wunambal Gaambera people relate to:

- Tourism including Artists and Cultural Performers
- Retail
- Land management & Conservation - Rangers
- Facilities management
- Building & Construction
- Hospitality
- Logistics
- Vessel crew
- Pearl farming

The estimated 34 employment outcomes in the 8 years program are significant, but cannot be achieved without having access to a suitable on-country learning facility. Past and present training programs conducted on country at places like Garmbemirri and Munurru have proven to be far more successful in terms the training outcomes.

The Kandiwal Adult Learning Centre is a priority to service the employment growth in Ngauwudu and other nearby Wunambal areas, while also providing candidates for opportunities throughout Wunambal Gaambera country.

The niche small facility approach does not overreach. It addresses the distance, complex access issues within Wunambal Gaambera Country and need for on-site learning capability during the long wet season period of up to 5-6 months isolation.

WGAC has established a fit-for purpose wholly owned employment company - Uunguu Employment Company Pty Ltd ACN 603 795 651 (UEC) - that has Public Benevolent Institution (PBI) and Deductible Gift Recipient (DGR) endorsements to provide an appropriate and focused entity and that can offer favourable employment conditions for Wunambal Gaambera projects and initiatives.

WGAC has also established for its own use and for subsidiaries, a Salary and Wages structure and Employment and Emolument Policy to manage recruitment, employment, contracting and contract terms and conditions. The UEC is able to employ directly – like these traineeships, particularly the Level 1 traineeships – or contract or host employees to third party employers as appropriate for the circumstance.

Training & Skills Development

Healthy Country economic development, assertion of native title and enterprise support initiatives that WGAC will undertake over the next ten year phase of implementation of the Healthy Country Plan is expected to generate significant employment outcomes for traditional owners. These initiatives will collectively contribute to achieving a principal WGAC objective of enabling the 120 Wunambal Gaambera 'breadwinners' to build and obtain their capacity to secure jobs and participate in income earning activities on country that will improve and sustain livelihoods and lifestyles for their families.

The creation of employment opportunities alone will not necessarily see Wunambal Gaambera job seekers naturally transition into these roles. The process needs to be supported by appropriate training, mentoring and skills development that is tailored to the needs of the participant in terms of job readiness, general and industry-specific skills to ensure participants are positioned for success.

A recent Language, Literacy and Numeracy (LLN) assessment, using the Australian Core Skills Assessment Framework (ACSF), of a selection of WGAC employees ranging from trainees to Certificate III, collectively are 36% of the target standard. The lowest and highest score, at 20% and 60% of standard respectively, demonstrates the need for the niche, year-round learning availability and consistent support and mentoring during these formative employment years.

For the Ngauwudu and nearby areas, the tourism industry sector provides the most job opportunities – estimated at 35 in short-medium term – for traditional owners to put their stamp on providing authentic cultural experiences – the "Uunguu Experience" – serviced by a range of world class visitor facilities suited to each venue.

With regard to the range of vocations outlined in the table above the following training and skills development needs have been identified.

- Job-readiness programs i.e. pre-employment support)
- Numeracy, Literacy and General Education
- Tour guiding
- Building & Construction
- Hospitality
- Retail Training
- Land management (environmental, conservation, monitoring etc.)
- Aviation – ground handling, airfield reporting & management
- Business and Office administration
- Computer software programs
- Food handling & preparation
- Housekeeping
- Customer Service / Relations
- Facilities and Events management
- Occupational Safety & Health
- Leadership and Mentoring

This extensive list demonstrates the pent-up demand for training, skills development and job-readiness for Wunambal Gaambera traditional owners. They have a unique opportunity to increase their participation in economic activity on their traditional lands. This increased participation will promote greater economic independence for traditional owners in addition to cultural benefit (ability to work on country), social benefit (participation and engagement) and communal benefit (Wunambal Gaambera economic base, ongoing implementation of Wunambal Gaambera Healthy Country Plan).

Providing opportunities for Wunambal Gaambera trainees to improve their general education, literacy

and numeracy to be at competitive and competent capability both for their own enterprise and employer needs is an important element of the learning centre objectives. All WGAC camp facilities have power and internet capacity enabling trainees to connect and study on-line with the learning centre whilst at their field workplace.

The provision of the traineeship wage at the entry level is critical to engagement, participation, momentum and ultimately success. Trainee candidates are adults, many with partners and family responsibilities, who need the training wage to be able to support their commitments whilst at the training /employment workplace. For the majority of trainees this will be their first formal employment engagement and thus have no or little savings to apply to their keep whilst training.

This business case is founded on the investment of $2.67 million over eight years in 56 traineeships as in table below to ensure continuity of workers and building employment standards.

Traineeship		Quantity	Cost
Certificate I	In Years 1-6	25	$1,169,090
Certificate II	In Years 2-7	17	$ 815,650
Certificate III	In Years 3-8	14	$ 689,103
Total		56	$2,673,843

Table 1 - Traineeship expenses - years 1 to 8

Some Certificate II and Certificate III traineeship costs are expected to be the responsibility of the employer. However there may be cases where WGAC /UEC is required to continue a traineeship to ensure success.

Kandiwal Adult Learning Centre

Ngauwudu & Wunambal Employment Potential 1- 8 Years FTE

Vocation – Job

		Uung Rang Gr1	Uung Rang Gr2	Guide	Custom Serv	Hosp	Artist/ Perfm	Coxw Crew	Plant Op	Trade Maint	Camp Man	Admin Bus	Child Mind	TOTAL
EMPLOYMENT ACTIVITY / TOTALS		7	4	9	4	9	10	11	4	3	3	3	1	**68**
6	**Tourist Lodge 1 Kandiwal**			1		1								2
6	**Tourist Lodge 2 Kandiwal**			1		1								2
5	**Mitchell Plateau Airfield**	1												1
1,3	**Port Warrender Road Maintenance**								1					1
2	**Mitchell River NP Ranger Base**	1	1											2
2	**Mertens Visitor Centre/P-U Track**	1		1	1		2							5
2	**Mertens Helicopter Base**				1									1
1	**Munurru Camp Ground**	1	1	2	1		2							7
3-1	**Walsh Point Camp Ground**	1		1				1						3
3-2	**Walsh Pt Beach Campground**					1		1			1			3
4	**Crystal Creek**			1		1		1			1			4
1A	**Birramangurey (Lawley) Tour Camp**	1		1		1	1				1			5
8	**Bigge/Gibulde Managed Site(s)**		1	1			1	1						4
6	**Kandiwal Community**									2		1	1	4
6	**Uunguu Employment Company**											1		1
7	**Mungalulu Truscott Airbase**					1			1					2
8	**Uunguu Coast Tour Operations**							3						3
9	**WGAC UVP (Monitor/Managed Sites)**	1	1		1		4	1		1		1		10
10	**Pearl Farms (Bougainville/Osborn)**					1		2						3
10	**Mine/Offshore**					2		1	2					5

INDUSTRY TYPE — 68

Tour ism	HC Plan	Facil ities	Indus try	Comm unity
45	5	4	10	4
2				
2				
		1		
		1		
	2			
4	1			
1				
7				
3				
3				
4				
5				
4				
				4
		1		
			2	
3				
7	2	1		
			3	
			5	

TIMING — 68

1-4 YRS	5-8 YRS
47	21
2	
2	
1	
1	
2	
4	1
	1
7	
3	
3	
3	1
3	1
2	2
1	1
2	2
1	
1	1
1	2
6	4
3	
	5

Activity	Existing Activities,Businesses	**45**	**66%**	Of Jobs In Mitchell Plateau and Nearby Area	1 Seasonal Job 1 FTE = 2 seasonal/sharing jobs
Activity	New/Planned Activities,Businesses	**45**	**66%**	Jobs potential in Tourism	1 Expected 1 x FTE Job
		35	**51%**	Tourism Jobs are in Ngauwudu & Near by area	
6	Figure 1 Strategy Mapping	**23**	**34%**	Portion of Jobs in Uunguu Coast Area	**48** **71%** Of Jobs Available in next 4 Years

Table 2 - Ngauwudu and Wanumbal 8-year Employment Potential

Stakeholder Mapping

As part of the economic development on Wunambal Gaambera country and subsequent employment outcomes that will be driven by WGAC and Kandiwal , stakeholder mapping has been completed to identify key parties to the project. The result of this process is outlined in the table below.

Stakeholder	Training & Skills Development	Investor Funding source	Project Partner	Host Employer
Regional Training Organisations (e.g. North Regional TAFE, Savannah Guides)	✓		✓	
Dept. of Prime Minister & Cabinet (PM & C)	✓	✓	✓	
Indigenous Business Australia		✓	✓	
Attractions (DBCA) Dept. of Biodiversity, Conservation &	✓	✓	✓	✓
Tourism Council WA, ANW) Tourism Industry bodies (e.g. Tourism WA,		✓	✓	
Helispirit, APT, Outback Spirit) Tourism Operators – air, land & sea (e.g.	✓			✓
Shire of Wyndham- East Kimberley (SWEK)	✓		✓	
Philanthropy including Lottery West		✓	✓	
Wunambal Gaambera Traditional Owners	✓		✓	
(KNAC & KAC) Kandiwal Community and Corporations	✓		✓	✓
Mungalalu Truscott Airbase	✓		✓	✓
Paspaley Pearls Group	✓		✓	✓
Wunambal Gaambera Aboriginal Corporation and subsidiaries	✓	✓	✓	✓
Monitoring and Evaluation Committee WGAC Healthy Country – Uunguu (UMEC)			✓	
Dept of Training and Workforce Development WA	✓	✓	✓	

Table 3 – Kandiwal Adult Learning Centre Stakeholder Map

Kandiwal Adult Learning Centre

There is a range of Kimberley-based Registered Training Organisations (RTOs) that WGAC and KALC has the opportunity to partner with to the deliver industry and vocational training to Wunambal Gaambera traditional owners. While most RTO's have the ability to deliver training programs in remote locations, they are generally limited to there being sufficient candidates, short scheduled teaching periods on country and they find it difficult to provide services during the 4-5 months of the wet season.

There is currently no facility on Mitchell Plateau suitable for the delivery of training programs. Through the planning process undertaken for this business case it was emphasised by traditional owners that achieving successful training outcomes was highly dependent on the training being delivered on country, in their own community environment.

The Kandiwal Community has sought the establishment of an Adult Learning Centre within the Community for their own and the wider Wunambal Gaambera needs. Kandiwal Community have experience operating a registered community distance education school of the air for many years to provide formal schooling for Kandiwal families' school age children.

Concept

The key driver to establish an Adult Learning Centre at Kandiwal Community is the on-going training and skills development needs associated with employment opportunities for Wunambal Gaambera traditional owners that are in demand now and will emerge in Ngauwudu (Mitchell Plateau) and elsewhere on Wunambal Gaambera Country.

Kandiwal Community is the closest community to the majority of the emerging tourism employment opportunities, providing ready access for field based training and practice through simulations conducted on location (e.g. campgrounds, tour delivery, art sites, tourism lodges).

The Kandiwal Learning Centre will be a training hub for the Ngauwudu and Wunambal area, providing a year round on-site mentor/coordinator housed at Kandiwal to facilitate and foster formal course work, "self-learning", liaising with RTOs, employers and mentoring employees in work during all seasons.

The Adult Learning Centre concept is similar, based and sized on WGAC's long experience with its Healthy Country Uunguu Ranger Team's employment, training and skills development program funded by the Australian Government's successful Indigenous Ranger Program.

Location & Layout

The Kandiwal Adult Learning Centre will be situated on sites identified on the Community layout plan. The sites are 'development ready' – level, cleared with community utility services connectivity available – refer concept layout plans at Map 8.

The Kandiwal Adult Learning Centre will be established through the procurement of

- a transportable facility providing a classroom, office, store, verandah and ablutions;
- the Coordinators accommodation 'donga' located near the centre; and
- a Trainees accommodation 'donga' and kitchen for 4 trainees sited within the community housing area as shown on plan.

The learning centre building will be equipped with computers, WiFi internet connection, whiteboards and other learning aids.

The trainee accommodation will initially assist Kandiwal and other Wunambal Gaambera first year trainees locating from Kalumburu or Kimberley towns who have no family accommodation at Kandiwal. It is expected trainees will also be accommodated at employer premises as they take up employment.

It is planned a second Trainee – Worker accommodation unit will be required in Year 3 to assist

Kandiwal and Wunambal Gaambera trainees (mainly Wunambal) locating from Kalumburu and Kimberley towns.

The Kandiwal traditional owners' native title corporation (Kandiwal Nominees Aboriginal Corporation - KNAC) is the leaseholder of the Aboriginal Reserve from the Aboriginal Lands Trust and the Kandiwal Aboriginal Corporation is the community manager. The Community has recently installed similar classroom and teachers accommodation facilities at the Community School over the road to the Learning Centre.

An impact of the anticipated success of the Kandiwal Learning Centre will be to increase demand for more housing at Kandiwal Community to accommodate employee families. The Community manager KAC, has a long held objective to promote the relocation of Kandiwal and Wunambal families residing in Derby, Kalumburu or other Kimberley communities who have not had opportunities to establish a home and livelihood on traditional lands, particularly at Kandiwal.

The capital budget (excluding GST) to procure, install and fit out the Kandiwal learning Centre buildings is $1.55 million as in table 4:

Building	Procure & Install	Fit-out	Total
Learning Centre	$400,000	$40,000	$440,000
Coordinator Accomm.	$300,000	$30,000	$330,000
Trainee Donga #1	$300,000	$30,000	$330,000
Trainee Donga #2	$400,000	$30,000	$430,000
Landscaping	$0	$20,000	$20,000
Total	$1,400,000	$150,000	$1,550,000

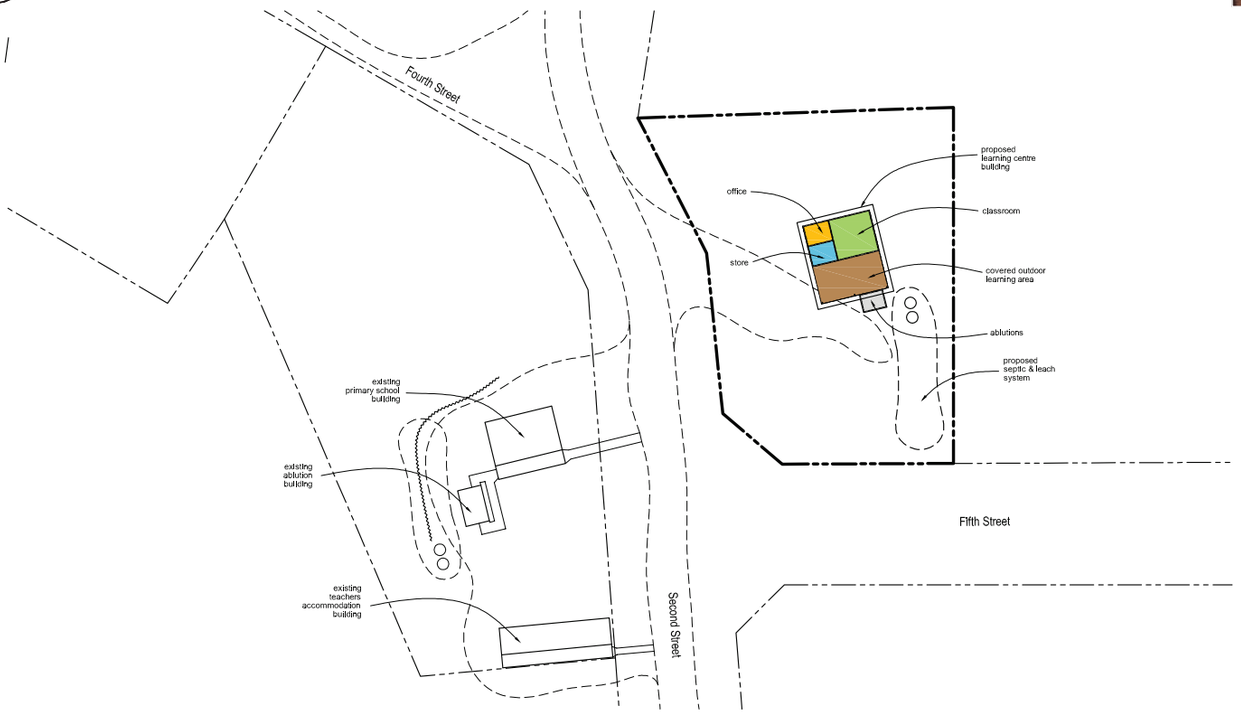
Table 4 – KALC Capital Budget

Project Organisation

The funding, asset, organization and operational structure and management of the Kandiwal Adult Learning Centre will need an agreement between the landowner - KNAC, Community manager - KAC and Learning Centre sponsor – WGAC (and UEC if to be used as trainee host employer) to be completed to ensure all corporate matters, interests and risks are addressed.

Following that agreement, it is envisaged that a Kandiwal Adult Learning Centre prospectus would be produced and circulated, identifying the funding model and potential sources of financial assistance, partnerships and long term arrangements; be it packages from Government, philanthropic, industry and internal Wunambal Gaambera, noting that WGAC is able to utilize its charitable PBI and DGR status to the benefit of potential investors or donors.

The project's implementation progress will be monitored and evaluated by WGAC's Healthy Country Plan Team and UMEC committee as part of the overall Healthy Country Plan monitoring and evaluation framework using the Miradi project management platform. This project will be part of the Workforce and Training HC Operation that is monitored regularly by the Healthy Country Team throughout the year and evaluated annually by UMEC and progress reported annually to Wunambal Gaambera Traditional Owners, WGAC and Kandiwal. UMEC committee comprises five independent experts from relevant HC disciplines and five appointed Traditional Owners – all serving three year terms) – in 2019 an independent Human Capital Development expert is to be added to UMEC.



Kandiwal Learning Centre SIte Plan

North

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WUNAMBAL GAAMBERA AC
HEALTHY COUNTRY WORKS PROGRAM
BUILDING & INFRASTRUCTURE REQUIREMENTS
KANDIWAL
LEARNING CENTRE

SITE PLAN
SCALE 1:400

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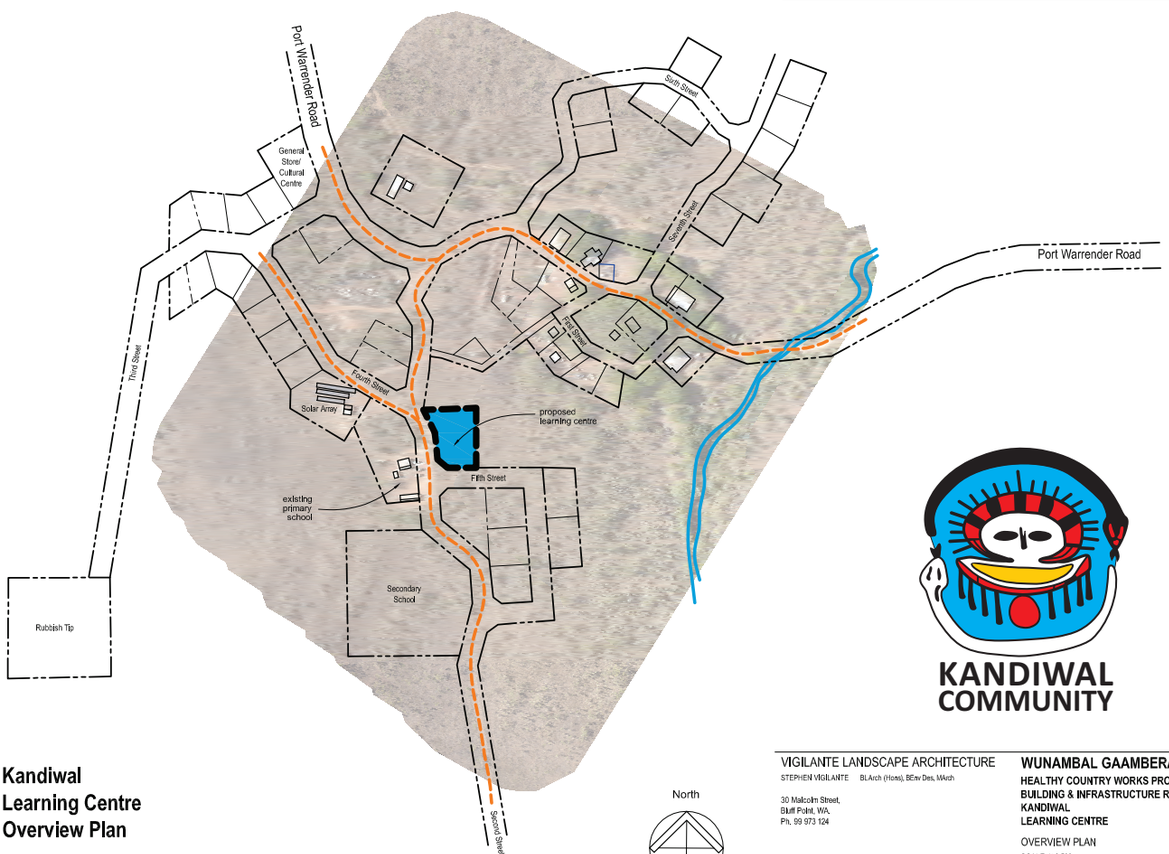
Drawn by Stephen Vigilante
Date: November 2018
Dwg. No. 009F **SD 02**



Kandiwal Learning Centre Overview Plan

North

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WUNAMBAL GAAMBERA AC
HEALTHY COUNTRY WORKS PROGRAM
BUILDING & INFRASTRUCTURE REQUIREMENTS
KANDIWAL
LEARNING CENTRE

OVERVIEW PLAN
SCALE 1:2,500

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Drawn by Stephen Vigilante
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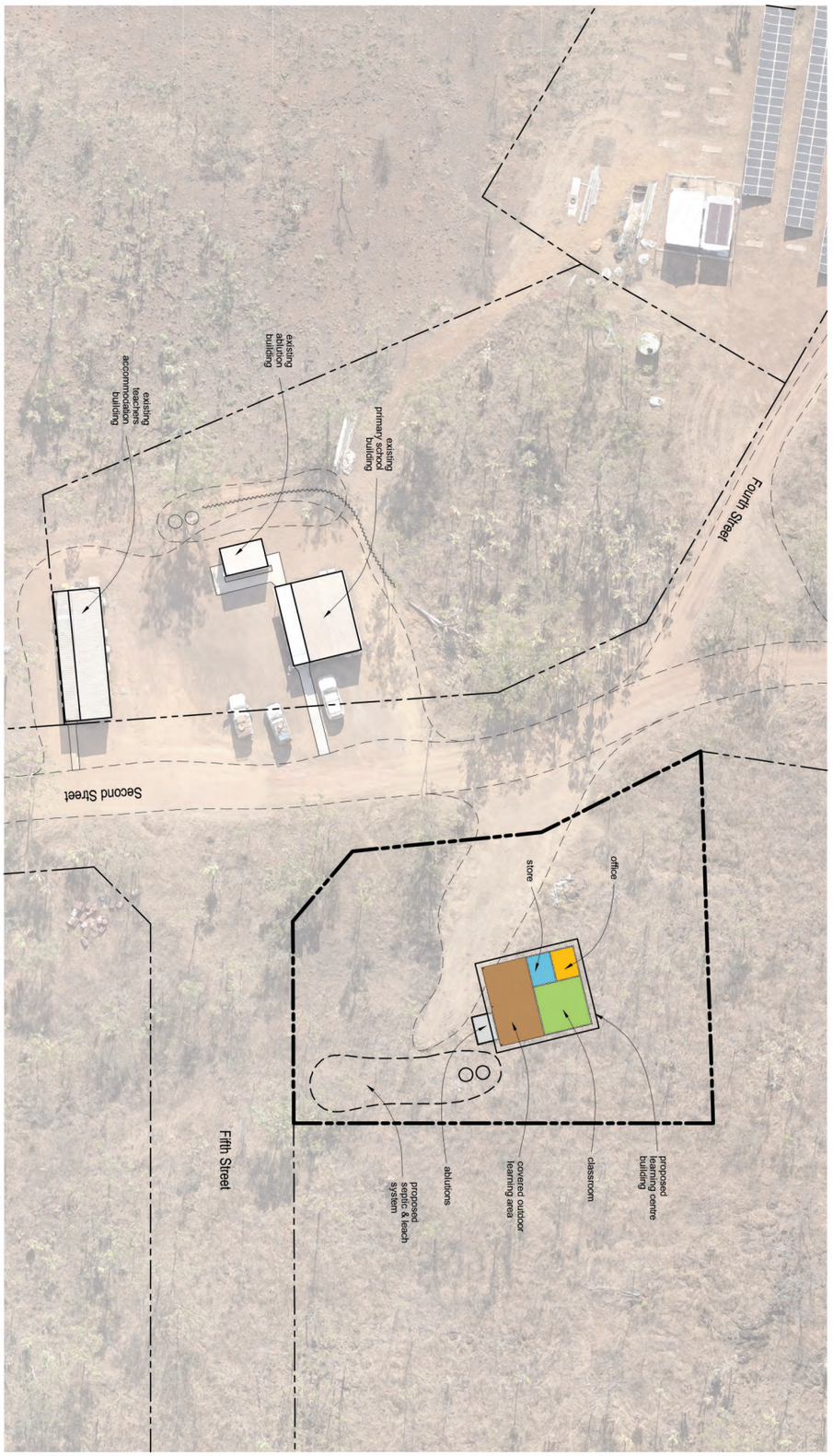
KANDIWAL COMMUNITY

Map 8 – Kandiwal Community Layout Plan



Map 9 – Kandiwal Adult Learning Centre

Risk Assessment

As part of the due diligence conducted in preparing this business case a risk assessment has been completed with the outcomes captured in the table below.

Risk	Risk Description	Risk Level	Mitigation Strategy
Accessibility	Inability to access the Kandiwal Adult Learning Centre due to wet season rains / flooding	LOW	Kandiwal Community to maintain access track to the Learning Centre.
Facility Damage	Fire	MEDIUM	Fire breaks maintained around the Learning Centre. Undertake regular slashing of grasses and fuel loads Install & regularly check of building fire extinguishers
	Flood	LOW	Monitor periods of heavy rain and area of runoff. Learning Centre Site is well above historical flood levels.
	Storm Damage	MEDIUM	The Learning Centre buildings will be installed and secured in compliance with cyclone ratings and local planning Surrounding trees trimmed.
Facility degradation	Lack of capital maintenance and repairs.	LOW	Establish a capital maintenance fund within the Community's budgets and accounts for an annual allocation, regardless of whether works are required. Conduct quarterly inspection of the facility to check for wear & tear, pests (e.g. termites).
Management & Governance	Lack of management/ coordination of facility.	LOW	Continuation of strong governance upheld by Kandiwal Community. Management Committee established for regular oversight. Project agreement established using proven protocols & policies.
	Used for other purposes.	LOW	Project agreement and Kandiwal Community to implement strict policies regarding proper use of the Learning Centre
Project Funding	Funding default	HIGH	Any project traineeship, staff and labour hire/host employer contracts based on condition of being funding dependent.
KALC Field Activities	Vehicle and field activity in remote locations	MEDIUM	KALC to adopt and implement WGAC Operating Procedures
Achieving Project Outcomes	Keeping Project Implementation on track	HIGH	Project Agreement include KALC project as activity of the HCPlan Workforce and Training Operation. Subject to HC Team regular reviews and reporting to WGAC and Kandiwal Annual evaluation by UMEC and reporting all stakeholders

Table 5 – Risk Assessment

The risks associated with the Kandiwal Adult Learning Centre assets are relatively low but the operations and funding are medium - high. The Project Partners will need to identify mitigation strategies to address risk exposure for certain aspects in the Project Agreement.

Cost/Benefit Analysis

A Cost / Benefit Analysis (CBA) completed for this Kandiwal Adult Learning Centre project, refer Table 6, demonstrates the significant benefits to both Wunambal Gaambera people and the wider Australian Community from an input investment of $5.4 million (net present value NPV) over eight years to develop 34 FTE employment outcomes.

Applying proven and distinctly relevant economic multipliers from the Working on Country/ Indigenous Ranger Program evaluation (Allen Consulting 2011), this Kandiwal Adult Learning Centre project derives a net present value (NPV) benefit of $21.0 million for the 34 employment outcomes, comprised of a local/remote/ regional ('Type I') benefit of $9.9million (NPV) – a multiplier of 1.83, and a wider Australian benefit (Type II) of $ 11.1 million (NPV), multiplier of 2.05.

For Wunambal Gaambera people, the above cost benefit scenario can be translated as:

- Each $1,000 investment in Wunambal Gaambera employment development will produce
  - a local multiplier benefit of $1,830 (multiplier 1.83); and
  - a wider Australian benefit of $2,050 (multiplier 2.05).

The added local benefit derived from the investment would be the employee's expenditure on and demand for goods and services (eg food, fuel, vehicle, home expense, travel) that leads to added employment by local/regional goods and services providers, (example could be child care services at Kandiwal). The added wider Australian benefit will include employees spending outside the region on goods and services (supplies not available locally, on-line purchases) and government savings from reduced job-seeking and welfare payments.

This Kandiwal Adult Learning Business Case identifies 68 potential jobs available for Wunambal Gaambera take-up within or from Ngauwudu (Mitchell Plateau) and nearby Wunambal over the coming years. Thirty-five of these jobs are from both existing and new tourism related activities/operations within the Ngauwudu area. Achieving the KALC employment outcomes will be the result of the following scenarios:

- investment in expanding existing visitor facilities at Mertens, Munurru, Mitchell Plateau Airfield, Port Warrender Road maintenance and Managed Sites –Jar (in progress) ;
- employment substitution with training at existing tourism and industry operations; and
- planning and investment in new tourism facilities in and access to Walsh Point-Crystal area (in progress), Birramangurey, Bigge and Gibulde planned (2019-20)

WGAC, as both the Wunambal Gaambera Healthy Country and Destination Manager, has an ongoing role to foster and bring together the development this Kandiwal Adult Learning Centre. These industry investment opportunities and initiatives will underpin the economic expansiont for a sustainable Ngauwudu and wider Wunambal Gaambera Country, in turn assisting Wunambal Gaambera people to realise their Healthy Country Vision of **"our country will be giving us and our future generations a healthy life"**.

KANDIWAL ADULT LEARNING CENTRE COST BENEFIT ANALYSIS	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	
Costs									
Capital Costs									
Learning centre (Freight, construction & utilities connection)	$400,000								
Fit-out & learning aids	$40,000								
4 person Accomm Unit - Transportable Build #2	$300,000		$400,000						
Fit out	$30,000		$30,000						
Accommodation Coordinator Transportable	$300,000								
Fit out	$30,000								
Landscaping	$20,000								
Operating Costs									
Capital Repairs & Maintenance	$0	$25,000	$25,000	$30,000	$42,000	$49,000	$49,000	$56,000	
Equipment Upgrades and Replacement	$0	$5,000	$5,000	$6,000	$8,000	$8,000	$8,500	$8,500	
General Expenses (rent,utilities)	$36,000	$36,000	$36,000	$36,000	$36,000	$36,000	$36,000	$36,000	
General Expenses (insurance, comms, WHS PPE, materials, fees)	$101,600	$110,800	$110,800	$110,800	$110,800	$110,800	$110,800	$110,800	
Wages & On Costs - Mentor / Coordinator	$113,367	$103,367	$103,367	$106,773	$118,773	$106,773	$106,773	$106,773	
Vehicle Lease & Operatiing Costs (Mentor)	$41,700	$41,700	$41,700	$41,700	$41,700	$41,700	$41,700	$41,700	
Wages & On Costs - Traineeships (WGAC L1.0 - L1.3)	$233,818	$330,993	$429,436	$429,436	$429,436	$429,436	$243,624	$147,665	
Total Costs Capital and Operating (Future Value)	$1,646,485	$652,860	$1,181,303	$760,709	$786,709	$781,709	$596,397	$507,438	**$6,913,613**
Capital Investment (Present Value)	$1,120,000		$355,372						**$1,475,372**
Operating Costs (Present Value)	$526,485	$593,509	$620,912	$571,532	$537,333	$485,380	$336,651	$260,396	**$3,932,199**
Total Costs (Present Value)	**$1,646,485**	**$593,509**	**$976,284**	**$571,532**	**$537,333**	**$485,380**	**$336,651**	**$260,396**	**$5,407,570**

Kandiwal Adult Learning Centre		
Impact Effect Multiplier		
Total PV Benefits		**$20,989,684**
Total PV Costs		**$5,407,570**
Net PV Benefit		$15,582,114
Multiplier Type		1.83
Multiplier Type		2.05
Total Impact		3.88
Taineeships		56
Employment Outcomes		34
Outcome/Traineeships		61%
Operating Costs FV		**$5,363,613**
Capital Need FV		**$1,550,000**
Total KALC Budget FV		**$6,913,613**

Benefits										
Multipliers (Allen Consulting WOC assessment)										Multiplier
Additional Benefit Type I (Community/Healthy Country Benefit)	$300,089	$700,209	$1,200,358	$1,700,507	$2,200,656	$2,700,805	$3,100,925	$3,401,014	$15,304,563	
Benefit Type 1 NPV	$300,089	$636,553	$992,031	$1,277,616	$1,503,078	$1,676,988	$1,750,391	$1,745,258	$9,882,005	1.83
Additional Benefit Type II (National Benefit) 3.43 Multiplier	$337,310	$787,056	$1,349,240	$1,911,423	$2,473,606	$3,035,789	$3,485,535	$3,822,845	$17,202,804	
Additional Benefit Type II NPV	$337,310	$715,506	$1,115,074	$1,436,080	$1,689,506	$1,884,986	$1,967,494	$1,961,724	$11,107,680	2.05
Total Additional Benefits (Present Value)	$637,399	$1,352,059	$2,107,105	$2,713,696	$3,192,584	$3,561,974	$3,717,885	$3,706,982	$20,989,684	3.88
Training Candidates Cert I -III	5	7	9	9	9	9	5	3	**56**	
Traineeships Cert I	5	4	4	4	4	4			**25**	
Traineeships Cert II		3	3	3	3	3	2		**17**	
Traineeships Cert III			2	2	2	2	3	3	**14**	
Estimated Employment Outcomes Each Year	**3**	**4**	**5**	**5**	**5**	**5**	**4**	**3**	**34**	
Cumulative Employment	**3**	**7**	**12**	**17**	**22**	**27**	**31**	**34**	**61%**	Employment/Training
Input Multiplier Remote Type 1 (Regional) 1.61	**1.61**	**1.61**	**1.61**	**1.61**	**1.61**	**1.61**	**1.61**	**1.61**		
Type II National) 3.43 - 1.61	**1.81**	**1.81**	**1.81**	**1.81**	**1.81**	**1.81**	**1.81**	**1.81**		
Present Value Discout Rate	**10%**									
PV Denominator	1.00	1.10	1.21	1.33	1.46	1.61	1.77	1.95		

Cost / Benefit Analysis

COST Benefit Analysis Notes and Assumptions

Notes & Assumptions (Costs) - Year 1	
Estimated construction cost of Learning centre	$400,000
Estimated cost of fit-out and learning aids	$40,000
4 person Accomm Unit - Transportable Build #2 Replace	$300,000
Fit out	$30,000
Accommodation Mentors Transportable	$300,000
Fit out	$30,000
Landscaping	$20,000
Operating expenses - Year 1 (utilities,rent)	$36,000
General expenses (insurance, comms, WHS, materials, fees, PPE)	$101,600
Wages (mentor / coordinator) - Year 1 inc relocation	$103,367
Vehicle Lease & Operatiing Costs	$41,700
Wages - Trainee + on costs WGAC L1.0 Cert I	$46,764
Wages - Trainee + on costs WGAC L1.1 Cert II	$47,979
Wages - Trainee + on costs WGAC L1.2 Cert III	$49,222
Notes & Assumptions (Benefits)	
Average Weekly Earnings (AWE)WA May 2018 x 52 Weeks	$68,661
AWE WGAC L3.3 Ranger Grade2, July 2018 x 52 Weeks (Used in CBA)	$62,034
Employment gained Years 1- 8	34

Discount rate of 10% applied to obtain present values over an eight (8) year period.

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WUNAMBAL GAAMBERA
UUNGUU LAND AND SEA MANAGEMENT

Uunguu

KANDIWAL
COMMUNITY