



# KALUMBURU 2ND ECONOMIC & ENTERPRISE ROUNDTABLE

16th August 2021, Kwini Country

**enterprise  
partnerships.**



**KALUMBURU  
ABORIGINAL  
CORPORATION**



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# 1. BACKGROUND

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In November 2018, Kalumburu Aboriginal Corporation (KAC), the Tramulla Strong Women's Group and Enterprise Partnerships WA (EPWA) co-facilitated the first Economic & Enterprise Roundtable in Kalumburu. The intent of the roundtable was to bring community members and service providers working in the business and community development sector together to listen, yarn and map aspirations and opportunities. Partnerships were explored, and actions set.

As a direct outcome from the 2018 Roundtable, East Kimberley Job Pathways (EKJP) and KAC formed a partnership to engage specialist tourism consultancy TRC Tourism to complete an in-depth assessment of existing and potential tourism opportunities and aspirations in Kalumburu and to support preliminary tourism development work across the 2019 dry season, funded by EKJP. Partnerships with other business development service providers including Many Rivers and Morrgul supported this work.

Business plan development for five local tourism-based businesses were supported, however, funding to implement these was unable to be secured at the time.

The 2018 Roundtable identified gaps in local products and service delivery across a range of industries and sectors and the potential for these gaps to become new community enterprises. After the roundtable, KAC continued their support to community members through the creation of business plans in partnership with TRC Tourism, promotion of local tours. This involved enabling members to use Corporation resources, offering space to trial ideas and giving support to members around their aspirations. EPWA also continued to work with the Tramulla Strong Women's Group and women in Kalumburu to support local projects that aimed to build the skills, knowledge, confidence and resources needed to progress enterprise aspirations. These projects also supported community development aspirations around mental health and wellbeing.

Creative/cultural enterprise-based projects also continued to grow through Kira Kiro Arts Centre, the Kalumburu Strong Women's Centre and the Kalumburu Photography Collective, which all have potential to support tourism planning.

In 2019, KAC, the Tramulla Strong Women's Group and EPWA applied for funding to co-facilitate a 2nd Economic & Enterprise Roundtable to review actions and to strengthen partnerships and strategic planning. Funding was secured through a number of grants and sponsorships including the National Indigenous Australians Agency (NIAA), Qantas Regional Grants, and The Alcohol and Drug Foundation.

The planned 2nd Economic & Enterprise Roundtable was delayed a number of times across 2020 and 2021 due to the Covid-19 biosecurity restrictions affecting Kalumburu. Despite this, aspirations have stayed strong, and the opportunity to bring people together again on 16th August 2021, on Kwini Country in Kalumburu, was welcomed and needed.



## 2. ROUNDTABLE AIMS & AGENDA

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The aims of the 2021 Kalumburu 2nd Economic & Enterprise Roundtable were as follows:

1. Bring together community members and relevant service providers in Kalumburu to reflect about the impact of COVID-19, and other factors, on the progression of local enterprise and economic development aspirations since the first Roundtable.
2. Co-design strategies for the progression of local enterprise and economic development aspirations, at both a tourism and local economy level, based on community priorities.
3. Develop an Economic & Enterprise Development Action Plan with specific priorities, actions and responsibilities to be implemented across the next 12 months.

In an effort to achieve these aims, the format of the Roundtable was designed to include small group mapping and strategy sessions, whole group discussions and identification of community priorities and next steps.

A copy of the Roundtable Agenda is presented on page 5.





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## KALUMBURU 2ND ECONOMIC & ENTERPRISE ROUNDTABLE

**MONDAY AUGUST 16TH 2021  
9AM- 1PM**

**Kalumburu Aged Care Centre**

Morning tea and lunch included

### AGENDA

|                                  |  |
|----------------------------------|--|
| Welcome to Country               | Clement Maraltadj, Chair of KAC  |
| Roundtable Introductions         | <p>Invitation for Roundtable participants to share:</p> <ul style="list-style-type: none"> <li>• Who you are, which organisation you represent.</li> <li>• What are your goals/aspirations for being here today?</li> </ul>  |
| The Story So Far                 | <ul style="list-style-type: none"> <li>• Maria Lovison, CEO of KAC: Kalumburu, Economic Development and Covid-19 Recovery</li> <li>• Margaret Peumorra &amp; Esther Waina: Entrepreneurship in a remote community</li> <li>• Tracey Diddams, TRC Toursim: Tourism Opportunities in Kalumburu</li> <li>• Susannah Wallman &amp; Clare Wood, Enterprise Partnerships WA: Local Enterprise Opportunities</li> </ul> |
| Concurrent Small Group Workshops | <ol style="list-style-type: none"> <li>1. Building a strategy for tourism in Kalumburu</li> <li>2. Progressing local enterprise opportunities and building the 'ecosystem' of support.</li> </ol>  |
| Whole Group Discussion           | <p>Agreement on top 10 Priorities<br/>Mapping of next steps</p>  |



## 3. KEY THEMES & INSIGHTS

### Small Group Session 1:

#### Building a Strategy for Tourism Development in Kalumburu

##### *1. Further place-based training and business development support is required for start-ups*

- Five community members have business plans, however, they require support to implement these plans;
- Ongoing support in the form of business mentoring/coaching is required;
- Back end business support is also required for taking bookings, business administration, promotion etc;
- Advice on the best business structure to fit the context of operating a remote business is required (e.g. sole trader, partnership, family, collective?);
- An Economic or Visitor/Tourism Hub (physical and/or virtual) enabling community members to access resources and networks could be a way to coordinate this support;
- Co-design of training programs/certificates with TAFE that meet cultural needs would support community members better; (e.g. Wunambal Gaambera Tourism Training Program); and
- Ranger groups could support on-country training (sea/land management knowledge, certification and skill building, literacy/numeracy).



## 2. A local Kwini Ranger program would add value to tourism development

- Ranger programs can support economic development through career pathways;
- Ranger programs can support local tourism businesses, i.e. with transport, access to country, training; and
- Balangarra Aboriginal Corporation can progress discussions around a Kwini Ranger Program with the Kalumburu community.

## 3. Development and implementation of a marketing strategy will support tourism growth

- Preliminary work has commenced with support from TRC Tourism in the form of a Kalumburu Tourism Marketing Plan;
- Reactivation of this work and extension to development of a Tourism Master Plan is seen as an important next step, (funding is required to action this);
- Aviair can support promotion of Kalumburu as a tourism destination through their offices (photos, artwork etc);
- The Kalumburu Photography Collective (KPC) have a catalogue of work that could be utilised for the above;
- Aviair reported that their customers have a strong interest in Kalumburu, and they can support tourism growth, however, Aviair need a saleable package on the ground (e.g. established tours, transport to coastal campsites for fishing tours etc);
- Funding of a Kalumburu Tourism Master Plan would support the work needed for the above;
- WAITOC can promote Kalumburu via their webpage and promotional materials, as well as Visitors Centres and other tourism points; and
- Reactivation of the Kalumburu Marketing Plan would support coordination of this.





## 4. Infrastructure gaps/opportunities

- Cars/transport are required for tourism products (tours), for collecting cultural materials for product development, and for enterprise training;
- Development of a visitor hub and/or cultural welcoming space;
- Development of visitor facilities/amenities;
- Signage, trail construction, barriers for rock art – TAFE could be a partner if funding is secured.





## Small Group Session 2:

### Progressing Local Enterprise Opportunities in Kalumburu

#### 1. Specific gaps in local products and service delivery were identified as potential new community enterprises

- Catering business – would need commercial kitchen access
- Local café and/or bakery
- Gardening and general maintenance
- Personal care- hairdressing, barber, beauty services
- Tyre repairs and vehicle maintenance
- Bush food and product development
- Cultural knowledge transfer/cultural awareness
- Disability support services (through the National Disability Insurance Scheme)



## *2. A community audit and a project focused on 'packaging' of enterprise pathways would be valuable*

- The audit would document the above aspirations (and others) against the current skills people have and/or need support to build;
- EKJP has data that could contribute to this skills audit;
- BBY has data that could contribute to this audit;
- Specific pathways for each idea could then be mapped out collaboratively with community members and service providers, and the required partnerships and resources identified;
- Packaging of these aspirations/pathways could then be presented to funders/investors either through networking or via an online platform;
- It is important when designing these packages that consideration is given to how they align with relevant PBC plans and strategies in order to leverage any synergies;
- Balangarra Aboriginal Corporation has an upcoming Tourism Forum at Home Valley Station on 4th-7th October 2021, which is an opportunity to explore these synergies; and
- Balangarra Aboriginal Corporation is also keen to run a session in Kalumburu with community members to explore aspirations and actions.

## *3. Further place-based training and business development support is required for start-ups*

- Similar challenges were identified as per the tourism small group around implementation of business plans, back end business support and business structures;
- Work is required to strengthen the 'entrepreneurial ecosystem' to ensure businesses have access to the business support and infrastructure required to develop and thrive;
- Access to a Kalumburu-based 'local enterprise facilitator' to support hands on entrepreneurial learning, problem-solving, navigation, ecosystem development and partnership development is seen as a gap and an opportunity for employing a local community member in this role;
- Resources/training should be designed to be place-based, i.e. "Kalumburu-style";
- Better access to mentoring, business coaching and leadership/governance training was also identified as being needed;
- An Enterprise/Business Hub (physical and/or virtual) enabling community members to access resources and networks was also raised as a way to coordinate this support;
- The Kalumburu Community Resource Centre (CRC) could provide a physical space for this hub, with the potential for the existing manager to provide some back end business support;
- EKJP can support job seekers to pursue an enterprise interest if eight or more community members are engaged; and
- Enterprise Partnerships WA (EPWA) has co-designed a 'train-the-trainer' style local enterprise facilitator program with women in Kalumburu that could be utilised to support a local enterprise facilitator role in Kalumburu.



#### *4. Supporting better access to seed funding is required*

- Accessing seed/start-up funding is often a barrier to entrepreneurship in Kalumburu;
- The local enterprise facilitator role/enterprise hub idea could support people to navigate and apply for opportunities;
- The creation of a 'Kalumburu Seed Funding Bucket' relating to PBCs/TO-based funding, or other potential philanthropic partners/funders, was suggested as a potential funding innovation; and
- An online platform to share aspirations and generate support (donors, investors, crowd-funding) was also suggested as a way to access funding.

#### *5. Supporting product development and access to external markets would be valuable*

- Market opportunities external to Kalumburu could be explored as a strategy to generate new, year-round income streams, particularly with respect to art-based product development and bush foods/medicine;
- Waringarri Aboriginal Arts is facilitating a specialist product development workshop in September 2021 and will invite Kira Kiro artists to attend;
- Enterprise Partnerships WA has received a Westpac Foundation Community grant to support product development with the Kalumburu Photography Collective in 2022; and
- Enterprise Partnerships WA has received funding from Lotterywest to support product development with women around bush foods/bush medicine in 2022 with mentorship from Pat Torres.



## 6. Capacity building around Intellectual Property is required

- Understanding how to use Native Title and land, lore, language and culture as an asset would be beneficial across the community;
- There are a number of upcoming opportunities available:
  - Terri Janke online workshops through IBA
  - Arts Law workshops
  - Balangarra Tourism Forum October 2021

## 7. Health and Wellbeing

- Recognising the impact of trauma on people's business pathways is important; and
- Ensuring that people have access to wrap around health and wellbeing services is a key enabler for business.





## 4. PRIORITIES AND ACTIONS

*Launch of a 'Business Hub' in Kalumburu (physical and/or virtual) with employment of a local enterprise facilitator to better support access to resources and networks and to develop the 'entrepreneurial ecosystem'.*

### Actions

Coordination of a meeting with interested stakeholders to explore a model for a hub which is flexible and fits community needs.

Apply for funding to co-design and implement a model for a hub which is flexible and fits community needs.

A future business case for a hub could be supported by data collected by Empowered Communities- BBY to consolidate and share existing data with KAC when needed

EPWA can share their train-the-trainer strategy with KAC and seek funding opportunities to develop an enterprise facilitator role in Kalumburu and support entrepreneurial ecosystem development.

Explore how the Kalumburu Community Resource Centre (CRC) can provide immediate support to existing and emerging businesses.

### Responsibilities

KAC (Potential stakeholders: Westpac, EKJP, KAC, EPWA, BBY, NIAA, TAFE, Many Rivers plus others)

To be determined after the above stakeholder meeting

BBY

EPWA

KAC

*Community Audit and Enterprise Pathways Project***Actions**

Audit of existing and new data on community members' skills and enterprise/job pathways aspirations

Apply for funding for the development/documentation of enterprise pathways based on the above audit

**Responsibilities**

KAC, with support from EKJP and BBY. EKJP to support KAC with collation of existing data/collection of any new data required and BBY to share relevant data.

KAC

*Social Impact Video Stories Project***Actions**

Seek funding for packaging of pathways into video stories to record Kalumburu stories, and hopes/aspirations.

**Responsibilities**

KAC and EPWA

*Ensure planning aligns with relevant PBC plans and strategies in order to leverage any synergies***Actions**

Explore synergies with Balangarra Aboriginal Corporation Tourism Forum at Home Valley Station on 4th-7th October 2021- Balangarra to extend invitation to Kwini TO's

Balangarra Aboriginal Corporation to run a session in Kalumburu with community members

**Responsibilities**

Balangarra

Balangaara and KAC



*Creation of an online platform to raise awareness and generate support for business start ups*

**Actions**

**Responsibilities**

Westpac to share examples of successful similar online platforms with KAC

Westpac

Determine project scope and lead

Yet to be determined

*Creation of 'funding bucket' ( query via PBC's) to support business start-ups in Kalumburu*

**Actions**

**Responsibilities**

Determine project scope and lead (could be linked or separate to above action)

Yet to be determined

*Co-design of training programs/certificates with TAFE that meet cultural needs and that recognise cultural knowledge*

**Actions**

**Responsibilities**

KAC to coordinate a meeting with TAFE and other interested stakeholders

KAC and TAFE

*Explore the development of Kwini Ranger Group***Actions**

Kalumburu-based Balangarra Directors to meet with Balangarra to present Kwini aspirations

**Responsibilities**

Balangarra Directors, (Clement, Selina, Augie), Balangarra and KAC

*Reactivation of Kalumburu Marketing Plan and progression to Tourism Master Plan***Actions**

Seek funding from WA Indigenous Tourism Fund , or other sources, for TRC Tourism to provide ongoing support for existing tourism businesses and for development of a Tourism Master Plan for Kalumburu

Aviair to explore marketing of Kalumburu through the Kalumburu Photography Collective (KPC) photos –

**Responsibilities**

KAC and TRC Tourism

KPC, EPWA and Aviair

*Capacity Building in Intellectual Property***Actions**

Support Kalumburu community members interested in product development to access online IP workshops through Arts Law across 2021-2022

Balangarra Tourism Forum (has a focus on IP)- invitation to Kwini TO's

**Responsibilities**

Kira Kiro

Balangarra



*Explore Product Development and External Markets***Actions**

Upcoming product development workshop at Waringarri Arts, and ongoing support through Kira Kiro for Kira Kiro artists

KPC project

Bush Foods Project

**Responsibilities**

Waringarri Arts/Kira Kiro

KPC and EPWA

Esther Waina and EPWA

*Access to Vehicles/Transport***Actions**

Explore funding opportunities to support a community vehicle used for tourism/enterprise purposes

**Responsibilities**

Yet to be determined

*Health and Wellbeing in Business***Actions**

EPWA to seek funding to support the Tramulla Strong Women's Group with their Strategic Plan in 2022.

**Responsibilities**

Tramulla Strong Women's Group and EPWA

*Follow up Roundtable in 12 months to share progression around actions***Actions**

KAC and EPWA to seek funding to support this follow up event in 2022

**Responsibilities**

KAC and EPWA

## 5. ESTHER WAINA, ENTREPRENEUR

Esther is a Gaamberra and Kwini woman who has recently launched her own small business, 'Yuulwaay', based in Kalumburu.

Over the last four years, Esther has been engaged in and sought out multiple learning and capacity building opportunities to realise her entrepreneurial aspirations.

One of her first business ideas was for the launch of a coffee cart in Kalumburu that could service the local community and visiting service providers year-round, as well as tourists at Honeymoon Bay and McGowans Beach during the tourist season. In pursuit of this aspiration, Esther participated in enterprise learning workshops and carried out product development and testing at a local level with her family and friends. She also became a client of Many Rivers following the initial Economic & Enterprise Roundtable and received support to create a business plan and seek start-up funding. Unfortunately funding to implement her business plan relating to the coffee cart was unable to be secured at the time.

Esther's experience of the current business development support service system for people living in remote Aboriginal communities, such as Kalumburu, is mixed. Esther's feedback at the 2nd Economic & Enterprise Roundtable was as follows:

- ongoing support is required for people to implement their business plans after they have been developed;
- there is very little support to navigate and access grants and start-up funding;
- more business coaching and mentoring is needed, delivered in a way that people living in a remote community need (i.e. trauma-informed, de-colonised, appropriately paced and relationship-based).
- more training/support for computer literacy is needed, as well as improved access to the internet for business and market research etc;
- more support for financial literacy and access to banking advice is needed;
- more training/support for back end business aspects is needed;
- how do you navigate the remote community context when exploring business development and support?; i.e. TO group support and community-based support;
- it is important to set appropriate expectations and ensure people can receive ongoing support along their business journey.



Across this time, Esther also pursued aspirations around building and using her cultural knowledge to foster the transfer of cultural knowledge on country, to promote health and wellbeing and to expose Kalumburu young people to the idea of entrepreneurship. She formed a partnership with Enterprise Partnerships WA to seek funding to commence the 'Kalumburu Bush Foods Project' and was successful in securing funding support through Aarnja, Horizon Power, the Foundation for Regional and Rural Renewal (FRRR) and Lotterywest. This project has resulted in the launch of 'Yuulwaay', a small business that provides:

- Cultural Awareness Workshops: for service providers in Kalumburu
- Local Navigation: for service providers visiting Kalumburu
- Workshops and Mentoring: for Kalumburu people by Kalumburu people
- Yuulwaay Produkts: bush medicine products

At this stage Esther is keen to focus her energy on building her Yuulwaay business. She has taken up a mentoring opportunity with bush medicine/food specialist Pat Torres, and has a number of learning and business development activities planned across 2021/2022. She is open to using her skills to support a local community café, as suggested at the 2nd Economic & Enterprise Roundtable, however, the gaps in support that Esther experienced with her coffee cart enterprise need to be addressed. It is hoped that the priorities and actions from this Roundtable will seek to address these gaps, resulting in community enterprise ideas, such as a café, progressing and thriving.

*Country provides me with everything I need.*  
Esther Waina

### WHAT IS YUULWAAY?

Yuulwaay is a small business owned by Gambera and Kuini woman Esther Waina in Kalumburu.

Yuulwaay is the Kuini name of the green ant. Taking inspiration from the way green ants work together, Yuulwaay offers cultural awareness and community navigation, mentoring and workshops, and produces naturally made produkts that nurture culture, Country, and family.





## YUULWAAY



### LET'S TALK!

FOR BUSINESS INQUIRIES  
CONTACT ESTHER WAINA  
0402 199 672  
ewaina78@gmail.com



*Every Aboriginal community is different. If you're going to work with us, you need to learn about us through our own eyes.*  
Esther Waina

### CULTURAL AWARENESS WORKSHOPS

are offered to service providers in Kalumburu to ensure people work with the appropriate knowledge and respect while on our Country and with our people.

**When:** last Monday of every second month from February  
**Cost:** \$190/person  
min. of 4 people – max. 12 people

### WORKSHOPS AND MENTORING

for Kalumburu people by Kalumburu people.

Topics for workshops and mentoring include:

- Soap and ointment making
- Collecting bush medicine
- Developing small business
- Managing conflict
- Self care and personal hygiene
- Healthy eating
- Healthy relationships

**Cost:** Half day 3-4hrs: \$200  
Full day 6-8hrs: \$400

*I can walk two worlds, and I know what's good for my community is good for me.*  
Esther Waina





### YUULWAAY PRODUKTS

Yuulwaay produces a range of produkts from natural materials sourced from the Kalumburu area.

We make soap, rubbing ointment, lip balm, jams and fruit leather.

Bulk Wholesale Packages are available at 50% of retail pricing minimum wholesale order \$200.





# 6. APPENDIX: PARTICIPANTS AND APOLOGIES

## *KAC Directors and Staff*

Clement Maraltadj (Chair)  
Matilda Oxtoby  
Dorothy Djangarra  
Maria Lovison (CEO)  
Madeline Gallagher-Dann (Trainee CEO)

## *Community Members*

Gertrude Waina  
Clarrie Djangarra  
Margaret Peumorra  
Benadette Waina  
Lillian Karadada  
Rosa Manga  
Scolly Mangolamarra  
Esther Waina  
Diana Williams  
Frances Hudson  
Angelina Boona  
Donald Maraltadj  
Dorothy Djanghara

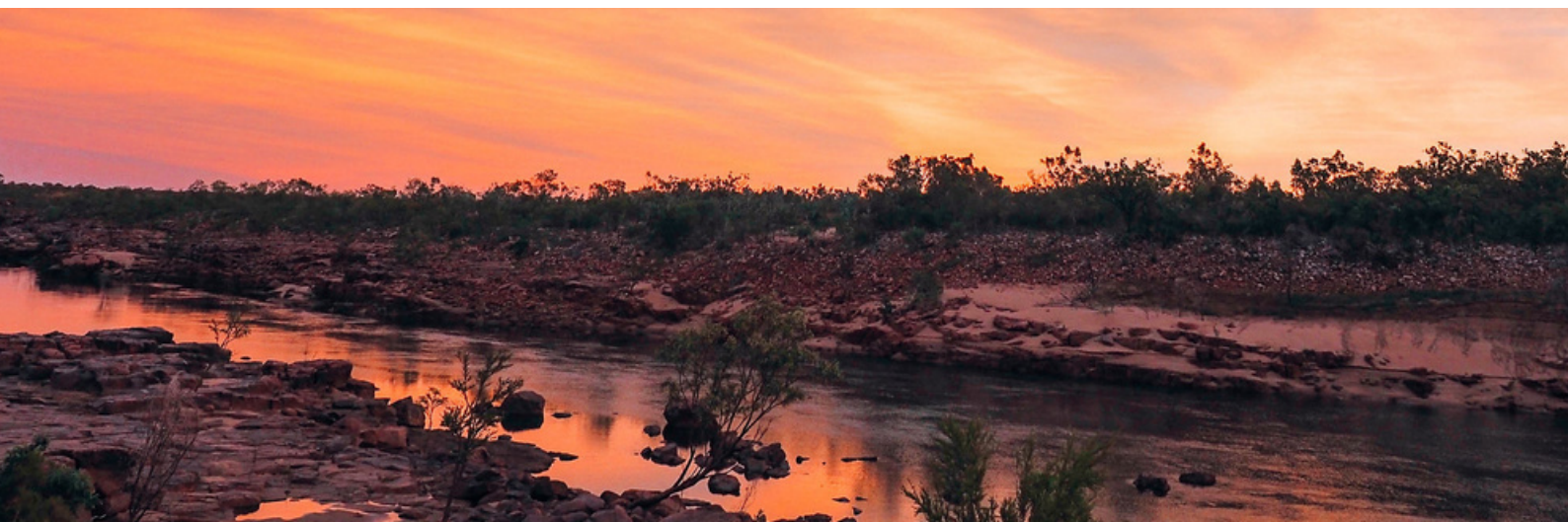


## *Organisations*

Kalumburu Strong Women's Centre - Rosa Manga and Melissa Taylor  
Kira Kiro Arts/Waringarri Arts – Cathy Cummins and Sarah Vallantine  
Balangarra Aboriginal Corporation – Cissy Gore-Birch, Joe Heffernan and Kevin Forrest  
Wunambal Gaambera Aboriginal Corporation – Lillian Karadada and Bevan Stott  
TRC Tourism – Tracey Diddams  
Binarri-binyja yarrowoo (BBY) (Empowered Communities) – Natasha Storey  
National Indigenous Australians Agency (NIAA) – Leo Nickols  
East Kimberley Job Pathways – Brenton Macki  
Westpac Indigenous Banking – Suzy Hullick and Alicia Graham  
Aviair/Helispirit – Donna Worthington and Jess Buchan  
North Regional Tafe WA - Chantal Adams  
WA Individualised Services - Leanne Pearman, Stephanie Backhouse, Jordyn Piggott  
Camera Story – Sarah Landro  
Enterprise Partnerships WA – Clare Wood and Susannah Wallman

## *Apologies*

Lesley and Joy Davey (Honeymoon Bay)  
Kalumburu Mission  
Outback Stores  
Kimberley Jiyagas (Birds)  
Many Rivers  
Indigenous Business Australia (IBA)  
Morrgul  
Australia's Northwest  
Kununurra Visitor's Centre  
Shire of West and East Kimberley  
Wunan  
Kimberley Development Commission  
Drysdale River Station  
WAITOC



Thank you to our funders.



**Australian Government**  
**National Indigenous  
Australians Agency**



**NIAA**



**QANTAS**



**Alcohol  
and Drug  
Foundation**

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