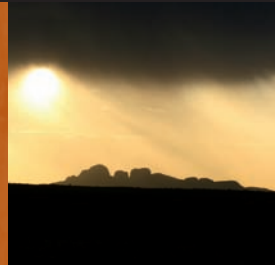




Australian Government  
Director of National Parks



## Uluru-Kata Tjuta National Park Tourism Directions: Stage 1 September 2010





# Uluru-Kata Tjuta National Park

## Tourism Directions: Stage 1

### Foreword

In 2010 Anangu will celebrate the 25th anniversary of the handback of Uluru-Kata Tjuta National Park. Over this time we have seen many visitors come to enjoy the park and learn about the cultural importance of this place. Many visitors have gone away knowing a little about *Tjukurpa* and Anangu connection to the land.

Over the next 25 years the Anangu voice in tourism will become even stronger. Anangu will be working very closely with the tourism industry and working hard on developing our own tourism initiatives for the park.

*Tourism Directions: Stage 1* represents a turning point for tourism in the park. It shows that we Anangu are developing pathways for our children to have a strong future. And above all, it demonstrates that *Tjukurpa* will be heard in all aspects of tourism and that our culture will be promoted to the next generation visiting our country.

Harry Wilson  
Chair, Uluru-Kata Tjuta Board of Management

### Introduction

*Ananguku ngura nyangatja ka pukulpa pitjama. Nyakula munu nintiringkula Anangu kulintjikitjangu munu kulinma Ananguku ara kunpu munu pulka mulapa ngaranyi. Nganana malikitja tjutaku mukuringanyi nganampa ngura nintiringkunyitjikitja munu Anangu kulintjikitja. Kuwari malikitja tjuta tjintu tjarpantjala nyakula kutju munu puli tatilpai. Puli nyangatja miil-miilpa alatjitu. Uti nyura tatintja wiya! Tatintjala ara mulapa wiya.*

© Tony Tjamiwa

This is Anangu land and we welcome you. Look around and learn so that you can know something about Anangu and understand that Anangu culture is strong and really important. We want our visitors to learn about our place and listen to us Anangu. Now a lot of visitors are only looking at sunset and climbing Uluru. That rock is really important and sacred. You shouldn't climb it! Climbing is not a proper tradition for this place. ©

Uluru-Kata Tjuta National Park is a living cultural landscape. World Heritage listed for cultural and natural values, the park's spectacular desert landscapes and extraordinary plants and animals draw people from all over the world. Anangu want to share the park with visitors, while safeguarding their culture, lifestyle and privacy, and maintaining *Tjukurpa*.

New tourism opportunities for Uluru-Kata Tjuta National Park will focus on:

- offering visitors diverse experiences and memorable insights into the park's natural and living cultural landscapes
- building strong and successful partnerships between Anangu, government and the tourism industry to achieve sustainable tourism
- providing meaningful and realistic opportunities for Anangu to engage in, and benefit from, tourism.



## Guiding Principles

Tourism will be managed in accordance with the following principles:

- a) Respect for *Tjukurpa* will underpin all park management tourism decisions.
- b) *Nguraŋitja* (traditional owners) will guide the nature and pace of tourism developments in the park.
- c) Tourism developments will be in keeping with the protection and presentation of the park's World Heritage values.
- d) The visitor experience should emphasise learning about the park's physical and living cultural landscape.
- e) The primary focus will be providing world-class experiences to visitors keen to discover the park's natural and living cultural environment.
- f) Tourism development in the park will aim to provide facilities and services needed to deliver these experiences.
- g) The provision of facilities and services will be planned so as to provide as far as possible a range of *Anangu* employment and business opportunities.
- h) Visitor information, facilities and services will be provided in a way that complements and supports the tourism management objectives for the greater Red Centre National Landscape.
- i) The long-term sustainability of water and other resources will be a determining consideration in future tourism directions.

## Background


This direction setting document has been prepared by Parks Australia as a result of the consultations and subsequent report prepared by Parks Australia's tourism consultants, Middle Star Pty Ltd (Rick Murray) and John Morse. The consultants were tasked to identify opportunities for the early development of new high quality tourism experiences as an alternative to climbing Uluru and to enhance the role of Uluru–Kata Tjuta National Park in the Red Centre National Landscape.

This document is consistent with the policies and actions described in the Uluru–Kata Tjuta National Park Management Plan 2010-2020. The management plan provides primary guidance on how the park will be managed over the next ten years and this document provides further detail on how tourism aspects of the plan will be progressed.

Extensive consultation and discussion has been undertaken with a number of individuals within the following stakeholder groups:

- commercial tour operators working in Uluru–Kata Tjuta National Park
- Uluru Tourism Consultative Committee members
- the park's traditional owners and the other nearby land trusts
- Indigenous owned companies who are actively involved in tourism in the area
- tourism businesses who have strong interests in the Uluru–Kata Tjuta National Park area
- the Central Land Council
- Tourism NT
- Tourism Central Australia
- Parks Australia staff
- business consultants who have been involved in work related to Indigenous tourism in the area.





During December 2009 Rick Murray held discussions in Alice Springs with commercial tourism operators, the Central Land Council and Tourism NT. Discussions focused on establishing the current facts, opinions and perceptions about the development of tourism experiences generally in the south west part of the Northern Territory and more particularly, the engagement of Anangu in tourism in that area.

In late January 2010 Rick Murray facilitated a workshop attended by the Business Development Officers of Tourism NT and the Central Land Council.

In February 2010 Rick Murray and John Morse visited Uluru–Kata Tjuta National Park, Yulara, Imanpa and Alice Springs to hold meetings with stakeholders, including the park’s management and staff; Anangu traditional owners and custodians; commercial tour operators; Uluru–Kata Tjuta Board Members and Ayers Rock Resort management. In early March 2010 a second visit addressed the Uluru–Kata Tjuta National Park Board of Management and allowed further discussions with some proponents.

In March 2010 Rick Murray and John Morse provided an interim report to the Director of National Parks outlining strategic issues and a range of recommendations relating to tourism opportunities in the park.

The consultants noted:

- A number of new business ideas are being considered by various Anangu. Some ideas are well developed and could become operational quite soon. Others still need a lot of thinking and work before they can be turned into businesses.
- There is significant interest among commercial tour operators in new night-time products in or near the park, offering Anangu cultural interpretation such as astronomy, *inma* and dining.
- Among commercial tour operators who operate camping tours, there is significant interest in making exclusive arrangements with Anangu to establish camps on their land (but not necessarily in the park).

## Building brand Uluru and Australia’s Red Centre National Landscape

*Anangu tjuṭṭangu, Anangu munu piranpa kuwari pitjantja tjuṭa nintini Tjukurpatjara. Tjana mantu pulkara wirura uti kulintjaku Ananguku kaltjaku munu tjanalta tjungu Anangu tjutawanungku ngura munu Anangu tjuṭa atunyananyi.*

© Sarah Goodwin

Anangu are teaching all the newcomers, Anangu and non-Anangu, about *Tjukurpa* so they can properly and clearly understand Anangu culture and help us to protect our country and people. ©

This section identifies initial tourism directions and priority actions for the park.

Uluru–Kata Tjuta National Park is an integral part of the Red Centre National Landscape within Australia’s National Landscapes, a joint Parks Australia and Tourism Australia initiative. The Red Centre is the physical and spiritual heart of Australia’s outback. It is recognised as one of the world’s most spectacular and readily accessible desert landscapes, extending over some 200,000 square kilometres of stunning ancient mountain ranges. The Red Centre, which also includes the ancient MacDonnell Ranges, Watarrka and Finke River, is home to one of the world’s oldest continuing Indigenous living cultures.

The park offers unique opportunities within this setting to provide visitors with memorable and rewarding experiences that complement, but are different from, those elsewhere in the Red Centre National Landscape.

The Uluru brand is one of the most powerful in Australia and is recognised internationally. The park has been recently nominated as one of the seven natural wonders of the world. Uluru sits alongside the Opera House and Great Barrier Reef as one of the three most instantly recognisable symbols of Australia.

For many years the positive and powerful image of Uluru has been used successfully in tourism promotion for the Northern Territory and Australia. However, the Uluru climb is emphasised in some markets as the principal attraction for overseas visitors, which does not support promotion and protection of the park's World Heritage landscape values.

There is a need to refresh and reposition Uluru–Kata Tjuta National Park to establish the park as a place where visitors can experience the richness and diversity of Anangu culture in different places and ways. This will be increasingly important as new Anangu experiences come on line. It is essential that promotion and marketing of the park and associated media are managed strategically in collaboration with stakeholders such as the tourism industry and Northern Territory and Australian Government agencies.



Photo: Grenville Turner

	Action	Lead	Delivery
1.	Brief the Board, park stakeholders and staff on the status and objectives of the Red Centre National Landscape.	Uluru–Kata Tjuta National Park	Ongoing
2.	Refresh and reposition the Uluru–Kata Tjuta National Park brand in light of the new management plan and tourism directions and articulate its relationship to the Red Centre National Landscape brand.	Parks Australia/ Tourism NT	November 2010
3.	Ensure website and external communications reflect the refreshed brand.	Uluru–Kata Tjuta National Park	December 2011
4.	Develop a cooperative promotion and marketing strategy with the tourism industry and the Northern Territory and Australian governments to appropriately market the park.	Parks Australia and partners	March 2011
5.	Develop an Experience Development Strategy for the Red Centre National Landscape that includes Uluru–Kata Tjuta National Park, Indigenous Protected Areas and communities in the area, including Yulara.	Parks Australia/CLC/ Tourism NT/Red Centre National Landscape Steering Committee	Mid 2011
6.	Convene a meeting of the Uluru Tourism Consultative Committee in parallel with an appropriate Red Centre National Landscape Steering Committee meeting to strengthen connections and joint understanding.	Uluru Tourism Consultative Committee	Mid 2011
7.	Convene a Red Centre National Landscape Research Forum to share findings and look for synergies in future data collection.	Uluru Tourism Consultative Committee/ Tourism NT	Early 2011
8.	In conjunction with <i>Ngurajitja</i> (traditional owners), ensure park interpretation and information is consistent and integrated with Red Centre National Landscape branding.	Uluru–Kata Tjuta National Park	Ongoing

## Refreshing the cultural centre

*Nyangatja panya palyanu Cultural Centre kuniya wiru mulapa ngaranyi. Anangu tjuṭangku nyakula kulintjaku ka nyangatja Anangu uwankaraku arnga-nguru palyanu.*

© Topsy Tjulyata

This Cultural Centre is made in the shape of a beautiful kuniya python. This is for everyone to see and understand the *Tjukurpa*. Its whole body is made from mud (bricks). ©

During the consultation process many stakeholders noted significant opportunities to improve and revitalise the Cultural Centre. The centre is an important meeting place for Anangu and is regarded with a great deal of affection as a place to share their culture and operate businesses.

The Cultural Centre is the primary opportunity for increasing visitor awareness of living cultural traditions and the influence that living culture has on management of the park. The Cultural Centre also supports Anangu enterprises by providing retail outlets for Maruku Arts and Crafts, the Ininti Café and Souvenirs and Walkatjara Arts. Anangu Tours are also seeking to relocate their retail outlet to the Cultural Centre in the near future. It is also the Parks Australia outlet for information about park activities.

Key issues for the Cultural Centre identified by consultation include provision of business certainty for tenants, asset maintenance and upgrade of visitor information.

	Action	Lead	Delivery
9.	Establish a Cultural Centre Working Group that meets regularly and involves all building occupiers to agree direction and priorities for the centre.	Uluru–Kata Tjuṭa National Park	September 2010
10.	Finalise lease arrangements for all tenants.	Uluru–Kata Tjuṭa National Park	December 2011
11.	<p>Develop a site plan for the Cultural Centre that provides a strategic direction and addresses:</p> <ul style="list-style-type: none"> <li>- strategic objectives</li> <li>- welcome and arrival</li> <li>- storage requirements</li> <li>- use of open spaces</li> <li>- signage and photography</li> <li>- access and orientation</li> <li>- interpretation</li> <li>- new and existing experiences on offer (including consideration of all age groups and abilities)</li> <li>- food and beverages</li> <li>- opening hours</li> <li>- name of the centre.</li> </ul> <p>The plans will be developed in consultation with Anangu, Uluru Tourism Consultative Committee, park staff, current tenants and commercial tour operators.</p>	Uluru–Kata Tjuṭa National Park	Mid 2011
12.	Develop an ongoing asset maintenance plan for the Cultural Centre that prioritises works and sets in place an ongoing rolling schedule of maintenance for the building and surrounds.	Uluru–Kata Tjuṭa National Park	June 2011



## Coordinating tourism development

*Nganana tourist tjuṯa para-ngarapai pakaltjingani tjitji tjuṯa nintini wati tjuṯa yangupala tjuṯa warkaku paluru tjana. Ka nganana nintini palunya wiṯura ka paluru tjanala kulini 'munta uwa wiya palya'- palya paluru tjana kulini wiṯu wangkapai. Nganana tourist tjuṯa para-ngarala ankupai, ngura kutjupanguru welcomamilapai nganana munu pukuḷaripai.*

© Reggie Uluru

We are creating guided tours for tourists and teaching Anangu children and young men so they can do this work. We are showing how to do it properly and they are listening to us. 'Oh yes, alright' they say as they get a good understanding of how to present the tours and talks. On the tours, we welcome the visitors who have come from other places and we make them happy. ©

It is vital that tourism development activities are coordinated between Tourism NT, the Central Land Council, Uluru–Kata Tjuṯa National Park and others to facilitate the growth of existing businesses and the establishment of new Anangu owned and/or operated experiences.

During the consultation process, a large number of ideas for new businesses and new products were identified. These potential experiences varied widely in the stage of development of the idea, the capability and experience of the proponent, business planning and readiness and the availability of financial resources. It is expected that some experiences may be offered relatively quickly whilst others may take several years to develop. Successful partnerships and a range of business models will be critical to support the development of new experiences.

A common theme was the need to establish clear and transparent processes for the park and other bodies. Proponents of new tourism experiences need certainty and clarity in the steps involved in seeking the required approvals and permits to operate within the region.

	Action	Lead	Delivery
13.	Review individual business proposals with Tourism NT and the Central Land Council to agree lead support agency and next steps for each proponent.  Note: Individual business concepts have not been included in this document as they were provided to the consultants on a commercial in confidence basis.	Rick Murray	Complete
14.	Support ongoing collaboration with Tourism NT and the Central Land Council and ensure business proponents are connected with appropriate tourism and business development agencies and funding.	Uluru–Kata Tjuṯa National Park/ Rick Murray	Ongoing
15.	Facilitate the development of partnerships between Anangu businesses and other commercial tour operators.	Rick Murray	Ongoing
16.	Develop principles and processes for dealing with new tourism proposals for the park.	Uluru–Kata Tjuṯa National Park	December 2010
17.	Investigate, seek funding and, if possible, implement a program of specific purpose visits by Anangu proponents to best practice tourism businesses and events in other parts of the Northern Territory (and Australia).	John Morse/ Rick Murray	August 2010
18.	Review the delivery of free interpretive walks by park staff to ensure they are complementary to products offered by Anangu owned tourism businesses.	Uluru–Kata Tjuṯa National Park	December 2010
19.	Seek additional funding to extend Department of Education, Employment and Workplace Relations positions beyond 12 months.	Uluru–Kata Tjuṯa National Park	Ongoing

## New business opportunities for Anangu (alone or in partnership with others)

*Anangu kulintja wiru tjuṭa tjana wangkanyi nyakula kulini tjantjiku tjanampa warka palyantjaku Anangu waltja tjuṭaku. Paluru tjana unytju nyinara, touristku business tjaatarinytjaku, kutjutu kutjutu palyantjaku ngula tjana tjitji malatja malatja tjanalta warkarinyi.*

© Davey Inkamala

Many thoughtful people are discussing changes, looking at how to make work opportunities for their families. They have been thinking about starting tourism businesses, building them up step by step so that in the future their children and children's children, they'll be working. ©

A number of new business ideas being considered by Anangu are not discussed here due to the commercial in confidence nature of the information provided. However, a number of concepts were identified that have not yet been developed into specific business proposals. They include:

- An endangered species enclosure (possibly near the Talinguru Nyakuntjaku viewing area) that would focus on display and interpretation of endangered animals. This would include night time observations of the nocturnal species and could include static interpretations. The scale of this venture will need to be carefully considered, as will the degree of public investment expected.
- Bicycle touring and hire. There are a number of potential products ranging from simple hire of bicycles to short interpretive tours through to longer interpretive tours between, for example, Kata Tjuṭa and Uluru.
- Animal tracking tours with a focus on teaching children how to identify animals by their tracks and scats.
- Guided tours from Talinguru Nyakuntjaku to Mutitjulu Waterhole. These could be on foot or bicycle but would require track establishment and incur ongoing maintenance costs depending on the standard of track required.
- Accommodation (safari camp or eco-lodge) serving the higher end of the market, possibly on park land or outside the park on Katiti Land Trust lands.
- An iconic overnight walk in the park.
- Anangu arts and craft market, probably at Talinguru Nyakuntjaku to provide a direct outlet for Anangu micro businesses at the same time as providing an interesting interactive opportunity for visitors.

Every effort should be made, with the assistance of Tourism NT, the Central Land Council and others, to identify Anangu or other proponents who would be interested in developing these ideas.



Photo: Michael Nelson

Uluru-Kata Tjuṭa National Park Cultural Centre



## Working towards climb closure

*That's a really important sacred thing that you are climbing... You shouldn't climb. It's not the real thing about this place. The real thing is listening to everything. And maybe that makes you a bit sad. But anyway that's what we have to say. We are obliged by Tjukurpa to say. And all the tourists will brighten up and say, 'Oh I see. This is the right way. This is the thing that's right. This is the proper way: no climbing.'*

© Kunmanara, Nguraritja

Management of the Uluru climb is complex. It is a site of deep cultural significance to Anangu and yet an iconic attraction for some visitors. Since the park's establishment, the Board has agreed not to close the climb but instead to ask visitors to respect Anangu law and culture by not climbing, and to learn about the land and culture through alternative activities. Anangu emphasised their wish that people do not climb Uluru and have expressed disappointment that the activity continues.

For visitor safety, cultural and environmental reasons, Parks Australia will work with the tourism industry and Nguraritja (traditional owners) to ensure that:

- visitors continue to be provided with a unique and rewarding experience of the park
- the tourism industry has sufficient lead time to amend and advertise new itineraries
- impacts on the tourism industry are minimised.

The climb will be permanently closed when:

- the Board, in consultation with the tourism industry, is satisfied that adequate new visitor experiences have been successfully established, or
- the proportion of visitors climbing falls below 20 per cent, or
- the cultural and natural experiences on offer are the critical factors when visitors make their decision to visit the park.

This decision to work towards closure of the climb is a fundamental factor driving the development of new Indigenous experiences, with the potential to act as a catalyst for the transformation of tourism in the park. There is a clear desire and an increasing expectation by visitors that they will have the opportunity to meet Anangu as part of their visit. The challenge is to support Anangu to develop new tourism opportunities that fill this gap and also to set realistic expectations for visitors. It is also essential to work in partnership with the tourism industry to ensure a smooth transition towards closure of the climb.

Action		Lead	Delivery
20.	Determine an agreed methodology for measurement of the three climb criteria.	Uluru–Kata Tjuta Board of Management	October 2010
21.	Report annually to the industry on progress against each criteria.	Uluru–Kata Tjuta National Park	As required but at least annually



	Action	Lead	Delivery
22.	<p>Work with stakeholders to develop an Alternative Experiences and Climb closure strategy to:</p> <ul style="list-style-type: none"> <li>- establish and communicate new Indigenous tourism experiences</li> <li>- implement the physical closure of the climb and announcement to the public and industry</li> <li>- promote pre-visit information to communicate with government education agencies and schools ,including information for children that climbing Uluru is culturally inappropriate, messages on visitor safety and new experiences in the park.</li> <li>- liaise with the tourism industry to encourage pre-visit information nationally and internationally, focusing on the major interpretive themes for the park, informing visitors that climbing Uluru is culturally inappropriate and promoting visitor safety</li> <li>- communicate the three criteria for climb closure.</li> </ul>	Uluru–Kata Tjuta National Park	November 2011

Visitors gather at Talinguru Nyakuntjaku to watch sunrise



Photo: Grenville Turner



## Partnering with Ayers Rock Resort



Photo: Courtesy of Ayers Rock Resort

The future development and management of the Ayers Rock Resort at Yulara is closely linked to future tourism in the park. Stronger partnerships with Uluru–Kata Tjuṯa National Park, the Board of Management and Anangu have potential to deliver results in a number of areas such as:

- training and employment
- promotional support for Anangu tourism businesses
- support through the Muṯitjulu Foundation
- facilitating increased presence of Anangu at the resort through performances, such as *inma*, and other activities
- increased display and sale of Anangu arts and crafts at the resort
- welcome to country at the airport
- development of new experiences for children in conjunction with Anangu
- potential coordination of research
- new brand development and delivery
- development of a significant iconic experience.

	Action	Lead	Delivery
23.	Work with Ayers Rock Resort to develop a memorandum of understanding to outline areas for more formal collaboration between the park and resort	Uluru–Kata Tjuṯa National Park/ Ayers Rock Resort	November 2010



## Managing events

Events have the potential to attract new visitors and to focus attention on the park's natural and cultural values. They can provide opportunities for greater community cohesion, for showcasing individual businesses and sharing Anangu culture.

It is important that appropriate events are well managed and mitigate potential negative impacts on the park and other visitors. There is currently no comprehensive process for evaluating events that may be permitted under the new management plan. This will be addressed as a matter of urgency. It is also essential that the park develops a clear policy to guide the overall number, size and focus of events, acknowledging that event management can require considerable staff resources.

	Action	Lead	Delivery
24.	Finalise and publish an application process for new events.	Uluru–Kata Tjuṯa National Park	December 2010
25.	Develop events policy for Uluru–Kata Tjuṯa National Park.	Uluru–Kata Tjuṯa National Park	March 2011

## Ensuring world class park infrastructure

Park infrastructure needs to be developed and maintained to standards appropriate for a World Heritage property of outstanding cultural significance. It must support the establishment and development of new Indigenous tourism experiences in the park and wider region.

	Action	Lead	Delivery
26.	Establish and maintain visitor infrastructure in accordance with Australian Standards with minimal impact on park values. This should be undertaken in an efficient and cost effective manner.	Uluru–Kata Tjuṯa National Park	Ongoing
27.	Taking into account the Experience Development Strategy for the Red Centre National Landscape, develop an infrastructure maintenance and development plan which caters for emerging new visitor experiences in the park and the region.	Uluru–Kata Tjuṯa National Park	December 2011

### Cover images

Uluru at dawn: *Grenville Turner*

Witchety grub: *Stanley Breeden*

Rangers: *Grenville Turner*

Native daisies: *Michael Nelson*

Kata Tjuṯa: *Leanne Handreck*

Spinifex (back cover): *Michael Nelson*

Visitors at Talinguru Nyakuntjaku (opposite): *Grenville Turner*









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