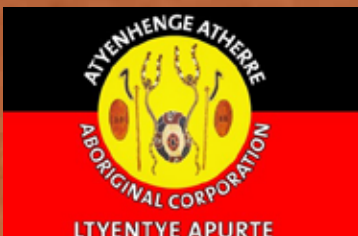# Atyenhenge Atherre Aboriginal Corporation (AAAC)

Strategic Plan 2023-2028

Atyenhenge Atherre Aboriginal Corporation (AAAC)

Ltyentye Apurte, Santa Teresa,
Northern Territory Central Australia

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Message from the Board

For over a decade, Atyenhenge Atherre Aboriginal Corporation (AAAC) has represented the people of Ltyentye Apurte (also known as Santa Teresa), on Eastern Arrernte Country, amplifying the voices of the community, strengthening leadership, reinforcing culture, building prosperity, and ensuring a safe and healthy environment for all.

The board is made up of 12 people including nine elected by the community to represent them and three non-member directors nominated from the Jesuits, Santa Teresa Church and the Santa Teresa Clinic. Atyenhenge Atherre Aboriginal Corporation is proud of the development that has been made over the past ten years. We have made significant progress by (1) building economic and employment sustainability through social enterprises, (2) establishing long-term aligned partnerships that deliver innovative and impactful initiatives and (3) advocating for Indigenous communities in Central Australia. As a result, we are progressing steadily towards our vision for a strong, independent, and self-determined future for the people of Ltyentye Apurte.

We proudly present Atyenhenge Atherre Aboriginal Corporation Strategic Plan (the Plan) that reflects our strategic direction for 2023-2028. It builds on our achievements and is a blueprint for how we intend to achieve our vision for the future. The plan has been developed with clear and robust guidance from the board and the community, reflecting the principles of local decision-making at its core.

The Plan will guide future efforts and investment across five key areas: *Economic Development, Health and Community Wellbeing, Infrastructure and Assets, Organisational Governance and Sustainability, and Culture and Heritage,* prioritising community-driven and controlled initiatives.

We acknowledge the value and importance of proactively working to develop tomorrow's leaders. Throughout the plan, there is a strong focus on ensuring young people are happy and healthy, are connected to their culture, family, and community, and have access to meaningful education, training, and employment pathways, enabling them to become drivers of their future.

The people of Ltyentye Apurte have moved through challenges because of our resilience and commitment. As a community, we are now well-placed to build on our history with a clearly defined path forward. We will continue to improve, adapt and achieve our goal for our community as we embark on the implementation of the plan. On behalf of the board, we look forward to sharing our successes and striving for meaningful outcomes for the families of Ltyentye Apurte.

Ellie Kamara

Chief Executive Officer
Atyenhenge Atherre
Aboriginal Corporation (AAAC)

OUR VISION

Autonomy for the people of Ltyentye Apurte in every aspect of life.

OUR PURPOSE

Atyenhenge Atherre Aboriginal Corporation exists to realise the vision and aspirations of the people of Ltyentye Apurte for a strong, independent, and self-determined future.

Our commitment to local decision making is at the core of everything we do, it directs our focus and enhances our impact.

We do this by amplifying the voices of the community, strengthening leadership, reinforcing culture, building prosperity, and ensuring a safe and healthy environment for all.

OUR VALUES

LEADERSHIP

We honour traditional governance systems and respect our Elders' expertise and knowledge. AAAC want to support the next generation of Leaders to ensure they are prepared to lead their community into the future.

TRANSPARENCY

AAAC represents all members of the community; strong policies and procedures ensure the best possible use of funds for the whole of the community through accountability.
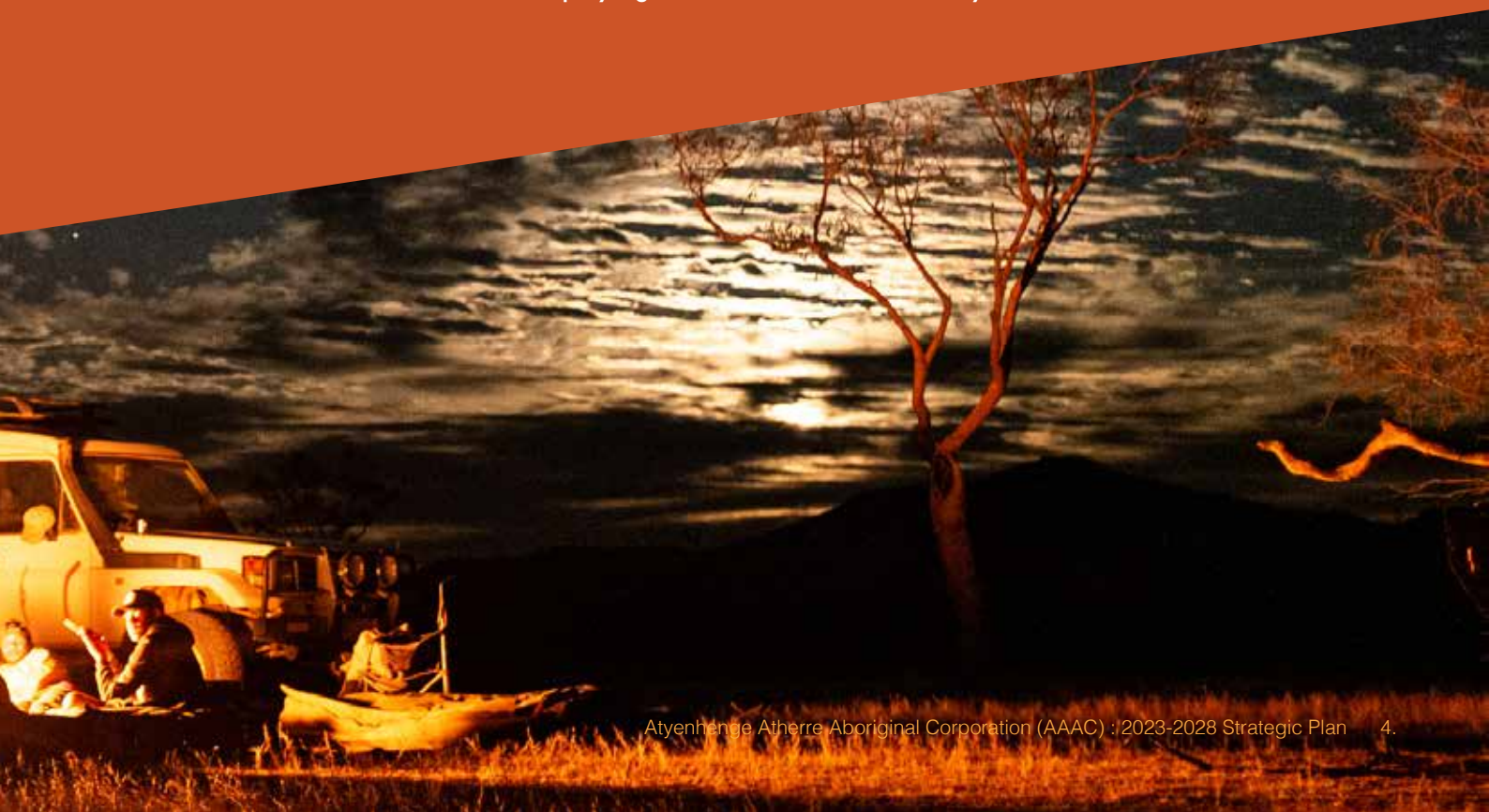
RESPECT FOR CULTURE AND COUNTRY

The AAAC Board's involvement in community decisions ensures programs and their implementation are culturally appropriate.

RESPECT FOR FAMILY
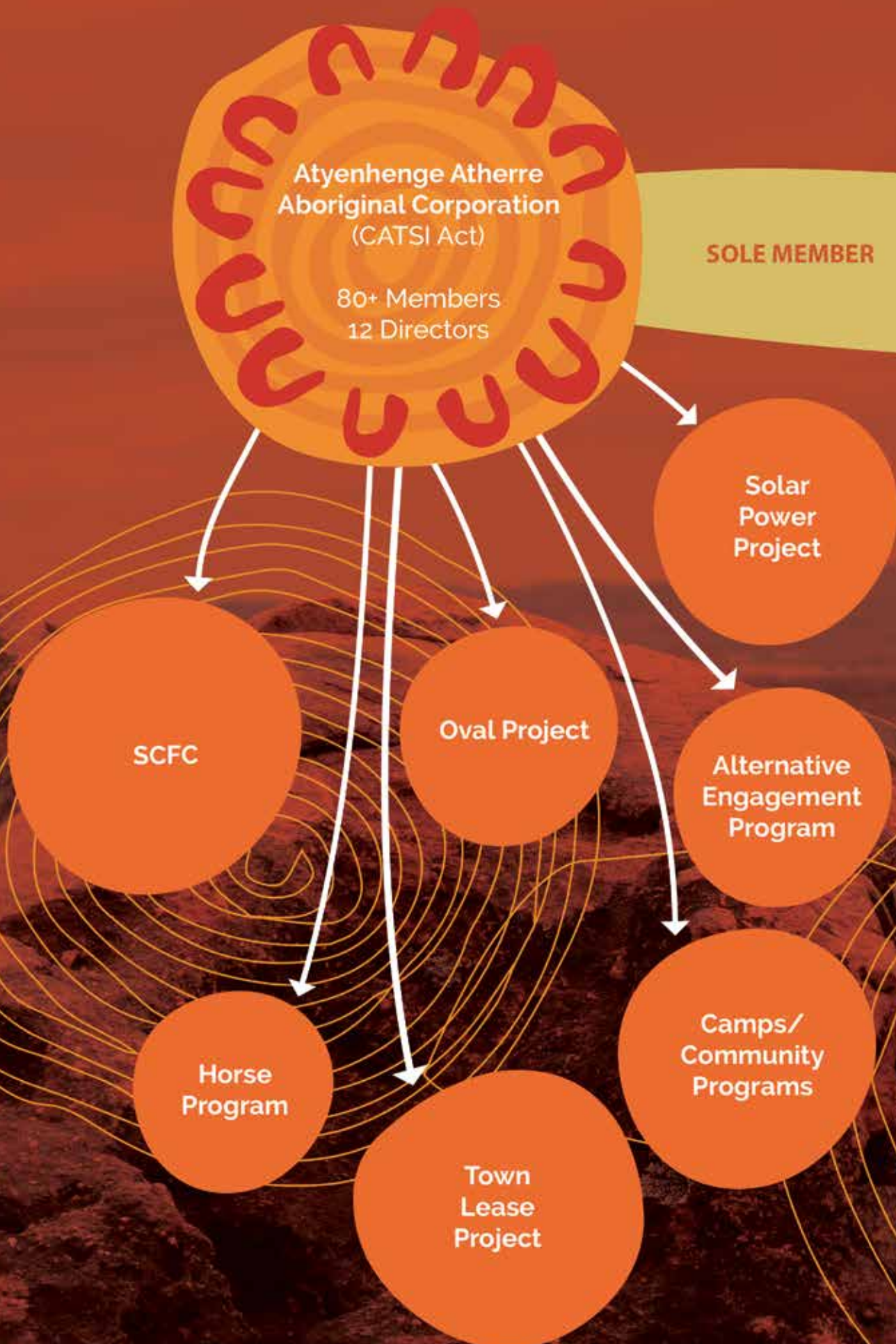
Ltyentye Apurte respects the old ways and family and kinship connections. AAAC strives to share equally and to represent all families.

COMMUNITY OWNERSHIP

Community elders formed AAAC from the grassroots upwards to ensure the community retained control following the intervention. AAAC is the peak organisation in Ltyentye Apurte and advocates by amplifying the voices of the community.

SOCIAL/POLITICAL

Atyenhenge Atherre Aboriginal Corporation
(CATSI Act)

80+ Members
12 Directors

SOLE MEMBER

Solar Power Project

SCFC

Oval Project

Alternative Engagement Program

Horse Program

Town Lease Project

Camps/ Community Programs

BUSINESS

Santa Teresa Enterprises Limited (ASIC)

12 Directors

STE Ltd Is sole shareholder

Santa Teresa Store Pty Ltd

12 Directors

as Trustee for

Santa Teresa StoreTRUST

(Discretionary)

Assets Store

Traditional Craft Centre

Hair Salon

Merne Mwarre

Furniture Shed

Spinifex Skateboard Project

Coffee Van

STRATEGIC PRIORITIES AND GOALS

Strategic Priorities	Goals
Economic Development (Employment, Training, and Education)	**Goal 1:** Provide positive pathways for young people that lead to meaningful opportunities **Goal 2:** Develop sustainable community-owned enterprises that deliver services within the community **Goal 3:** Develop and strengthen social enterprise projects that provide positive social, cultural, environmental, and economic outcomes
Health and Community Wellbeing	**Goal 4:** Provide opportunities for young people to participate in sports, recreation and physical activities **Goal 5:** Expand the capacity of Aged Care services and infrastructure **Goal 6:** Provide safe spaces for women and wellbeing programs that support culture, healing and sharing **Goal 7:** Strengthen community health and wellbeing
Infrastructure and Assets	**Goal 8:** Explore options for Township Leasing **Goal 9:** Increased involvement of AAAC in the planning, prioritising, and managing of critical infrastructure and assets
Organisation Governance and Sustainability	**Goal 10:** Build the capacity of AAAC to meet current and future priorities **Goal 11:** Maintain a holistic view of the social and economic status of the community
Culture and Heritage	**Goal 12:** Building a structure for sharing and strengthening culture with others **Goal 13:** Conservation and protection of cultural heritage

Each goal is explained in detail in the following pages so staff, community members and stakeholders will understand the focus of our work in these five years. Guided by the framework of this plan, we will develop operational plans accordingly.

STRATEGIC PLAN - AT A GLANCE

OUR PURPOSE

Atyenhenge Atherre Aboriginal Corporation exists to realise the vision and aspirations of the people of Ltyentye Apurte for a strong, independent, and self-determined future. We do this by amplifying the voices of the community, strengthening leadership, reinforcing culture, building prosperity, and ensuring a safe and healthy environment for all. Our commitment to local decision making is at the core of everything we do, it directs our focus and enhances our impact.

WE VALUE

Leadership | Transparency | Respect for Culture and Country | Respect for Family | Community Ownership

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PILLAR: ECONOMIC DEVELOPMENT (EMPLOYMENT, TRAINING, AND EDUCATION)

Goal 1: Provide positive pathways for young people that lead to meaningful opportunities

PRIORITIES	SUCCESS MEASURES
Priority 1.1: Identify apprenticeship opportunities and facilitate access for young people. **Priority 1.2:** Facilitate access to culturally appropriate skills development, employment, and training pathways. **Priority 1.3:** Investigate and identify opportunities for local leadership positions in community enterprises. **Priority 1.4:** Design and deliver a leadership pathway program for young people. **Priority 1.5:** Develop and implement strategies that support and prepare youth for boarding school. **Priority 1.6:** Investigate and identify opportunities for young people to engage in numeracy and literacy learning post-school. **Priority 1.7:** Ensure youth are exposed to a variety of career and professional opportunities through the delivery of a career expo.	**KPI 1:** The number of young people transitioning from school to employment. **KPI 2:** The number of identified apprenticeship opportunities. **KPI 3:** The number of young people that successfully transition to boarding school. **KPI 4:** The number of school leavers that report an increased aspiration to continue to develop their skills, knowledge, and leadership experience.

Goal 2: Develop sustainable community-owned enterprises that deliver services within the community

PRIORITIES	SUCCESS MEASURES
Priority 2.1: Identify opportunities to establish community-owned enterprises. **Priority 2.2:** Assess the business model's desirability, feasibility, and viability for each proposed enterprise. **Priority 2.3:** Incubation of identified community-owned enterprises. **Priority 2.4:** Facilitate access to appropriate skills development and training pathways. **Priority 2.5:** Grow and scale proven sustainable business models.	**KPI 5:** The number of identified community-owned enterprise opportunities. **KPI 6:** Number of feasibility studies completed. **KPI 7:** The number of jobs currently performed by outside contractors that transition to residents. **KPI 8:** The number of sustainable community-owned enterprises.

Goal 3: Develop and strengthen social enterprise projects that provide positive social, cultural, environmental, and economic outcomes

PRIORITIES	SUCCESS MEASURES
Priority 3.1: Identify prospective social enterprise opportunities **Priority 3.2:** Assess existing social enterprises' business models and prioritise projects for resourcing. **Priority 3.3:** Identify funding sources to sustain or grow existing social enterprise projects. **Priority 3.4:** Develop and implement a business plan and strategy for scaling Spinifex Skateboards. **Priority 3.5:** Facilitate access to appropriate business training and skills development. **Priority 3.6:** Identify and establish partnerships that support long-term sustainability. **Priority 3.7:** Facilitate the restructure and establishment of Spinifex Skateboards as an independent entity.	**KPI 9:** Increase in the stability and growth of community-owned social enterprises. **KPI 10:** Increase in the number of people participating in training and skills development. **KPI 11:** The incorporation of Spinifex Skateboards. **KPI 12:** Strength and alignment of partnership.

PILLAR: HEALTH AND COMMUNITY WELLBEING

Goal 4: Provide opportunities for young people to participate in sports and physical activities

Priority 4.1: Develop a sporting, recreational and activities plan.
Priority 4.2: Establish a sporting committee.
Priority 4.3: Assign coordinators to implement the plan.
Priority 4.4: Implementation of the initial stages of the plan.

KPI 13: A sporting, recreational and activities plan that provides an understanding of the current position and potential for future development.
KPI 14: Increase in the number of diverse sports, recreation, and physical activities available to youth.
KPI 15: Increase in the number of young people participating in sports, recreation, and physical activities.

Goal 5: Expand the capacity of Aged Care services and infrastructure

Priority 5.1: Finalise terms of reference for feasibility study and assess aged care and community care.
Priority 5.2: Appoint a consultant.
Priority 5.3: Finalise the feasibility study.
Priority 5.4: Implement the relevant recommendations of the feasibility study.
Priority 5.5: Secure adequate funding for the implementation of the feasibility study and ongoing operational costs.

KPI 16: A feasibility study has been completed.
KPI 17: Funding has been secured to begin implementation and ongoing operational costs.

Goal 6: Provide safe spaces for women and wellbeing programs that support culture, healing and sharing.

Priority 6.1: Establish a Strong Women's Committee or reference group.
Priority 6.2: AAAC representation on the Housing Reference Group.
Priority 6.3: Gather statistics on population growth and housing status.
Priority 6.4: Use statistics to advocate for improved or new housing.
Priority 6.5: Develop a program of women-led cultural activities.
Priority 6.6: Determine the most appropriate space for a women's shelter.

KPI 18: A space for a women's shelter has been identified.
KPI 19: A program of women-led cultural activities has been developed.

Goal 7: Strengthen community health and wellbeing

Priority 7.1: Hold annual family camp.
Priority 7.2: Investigate the re-establishment of a Sobering Up Shelter.
Priority 7.3: Ensure the continuation of the Local Decision Making Group.
Priority 7.4: Identify funding for the Alternative Education Program.
Priority 7.5: Continuation of the Stronger Communities for Children (SCfC) Program.
Priority 7.6: Identify funding to continue the delivery of the Horse Riding Program.
Priority 7.7: Secure the next round of Stronger Communities for Children (SCfC) Program.
Priority 7.8: Establish a partnership with the Northern Territory Department of Education and explore local vocational education and training (VET) initiatives.

KPI 20: Annual family camp was held
KPI 21: Funding application submitted for the Alternative Education Program.
KPI 22: Funding application submitted for the Horse Riding Program.
KPI 23: Funding secured for the continuation of Stronger Communities for Children (SCfC) Program for the next five years.

PILLAR: INFRASTRUCTURE AND ASSETS

Goal 8: Explore options for Township Leasing

Priority 8.1: Consult with communities that are in the process of transitioning to a Community-entity model. **Priority 8.2:** Consult further with Central Land Council Legal Team and Bowden McCormack following the consultations **Priority 8.3:** Provide a recommendation to the AAAC Board on the way forward. **Priority 8.4:** Pending the recommendation (Action 8.3) present a report to the Traditional Owners / Central Land Council. **Priority 8.5:** Pending the outcome of activity 8.4, prepare for a transition to a new Aboriginal Corporation.	**KPI 24:** A report has been finalised and recommendations have been presented to the AAAC Board. **KPI 25:** A decision by the AAAC board has been approved regarding Township Leasing.

Goal 9: Increased involvement of AAAC in the planning, prioritising, and managing of critical infrastructure and assets

Priority 9.1: Complete a Power and Water Corporation Report into the connection of Solar Power. **Priority 9.2:** Secure funding in partnership with Melbourne Football Club and Melbourne Cricket Club to conduct a water table assessment for the football oval. **Priority 9.3:** Continue to lobby for road upgrades and push for political commitments. **Priority 9.4:** Engage a specialist consultant to perform Grid Connection Modelling. **Priority 9.5:** Finalisation of water table assessment and preparation for the implementation of recommendations for the football oval and orchard. **Priority 9.6:** Construction of the Solar Microgrid. **Priority 9.7:** Feasibility Study into reinstatement of the orchard **Priority 9.8:** Sustainable water solution is in operation to support the ongoing maintenance of the Football Oval.	**KPI 26:** Completion of Power and Water Corporation Report. **KPI 27:** Completion of water table assessment. **KPI 28:** Solar Microgrid has been installed and is contributing to the supply of power to Ltyentye Apurte.

PILLAR: ORGANISATION GOVERNANCE AND SUSTAINABILITY

Goal 10: Build the capacity of AAAC to meet current and future priorities

Priority 10.1: Leadership Training for two Indigenous staff each year. **Priority 10.2:** Governance Training for AAAC Board of Directors each year. **Priority 10.3:** Development of a succession planning document. **Priority 10.4:** Ltyentye Apurte Indigenous Staff working at management level with AAAC.	**KPI 29:** Succession planning document has been approved by the board. **KPI 30:** Increase in the number of people shadowing AAAC staff. **KPI 31:** Increase in the number of AAAC staff undertaking annual professional development.

Goal 11: Maintain a holistic view of the social and economic status of the community

Priority 11.1: Determine the baseline data required and the purpose of the data collection. **Priority 11.2:** Implement quarterly service provider meetings. **Priority 11.3:** Analyse data collected over a period of time and assess the outcomes at various stages. **Priority 11.4:** Develop a plan of action that corresponds to the data and outcomes of 11.3	**KPI 32:** Service Provider meetings held regularly **KPI 33:** Improved quality of data collected from service providers.

PILLAR: CULTURE AND HERITAGE

Goal 12: Building a structure for sharing and strengthening culture with others

Priority 12.1: Map a business model to explore the viability and sustainability of operating the cultural programs.

Priority 12.2: Work with the AAAC board and members to further expand and map the learning journey and outcomes of the Cultural Awareness and Immersion Programs.

Priority 12.3: Design and development of the Cultural Awareness and Immersion Programs.

Priority 12.5: Training and preparation of staff and facilitators to deliver the Cultural Awareness and Immersion Programs.

Priority 12.6: A memorandum of understanding (MOU) with service providers that all staff attend the Cultural Awareness program specific to Ltyentye Apurte.

Priority 12.7: Commence delivery of the Cultural Awareness and Immersion Programs to existing partners.

Priority 12.8: Expand Cultural Awareness and Immersion Programs to include new markets, such as corporates and tourism.

KPI 34: Signed MOU with all service provides.

KPI 35: Commencement of delivery of Cultural Awareness and Immersion Programs.

Goal 13: Conservation and protection of cultural heritage

Priority 13.1: Secure funding for the restoration of the Old Stone House.

Priority 13.2: Engage a conservation expert and Heritage Northern Territory to work with Traditional Owners to develop a scope of work for the restoration and use of the Old Stone House.

Priority 13.3: Investigate Territory Families, Housing and Communities, Heritage Grants Program to secure additional funding.

Priority 13.4: Investigate the most appropriate process for archiving and persevering documents and photos for future display.

Priority 13.5: Work with Traditional Owners, local council, and state government to identify the exact location of the old cemetery and map the area.

Priority 13.6: Develop a scope of work for the protection of the old cemetery.

Priority 13.7: Develop a scope of work for the painting of the mural and secure funding for implementation.

Priority 13.8: Develop a plan for the ongoing conservation and management of the Old Stone House.

Priority 13.9: Explore opportunities for training and skills development for an Indigenous curator with partners such as the Museum of Central Australia.

Priority 13.10: Secure funding for work to commence on the protection of the old cemetery.

Priority 13.11: Commence painting of the mural.

Priority 13.12: Commence conservation on the Old Stone House.

Priority 13.13: Commence preservation of the Old Cemetery.

KPI 36: Funding approved for the Old Stone House restoration.

KPI 37: Commence conservation work on the Old Stone House.

KPI 38: Commence preservation work on the Old Cemetery.

KPI 39: Completion of the mural project.

Economic Development
(Employment, Training, and Education)

Goal 1: Provide positive pathways for young people that lead to meaningful opportunities

Why?

AAAC recognises the importance of supporting young people in their transition into adulthood. Our vision is to enable youth to become drivers of their own futures.

By boosting opportunities for young people to access employment and career paths and providing youth with the necessary skills and opportunities needed to reach their potential, young people can be a driving force for supporting the social, economic, and cultural well-being of Santa Teresa.

Currently, young people transitioning out of school are faced with limited opportunities to pursue further education and/or meaningful employment. The lack of visible pathways is compounded by low levels of literacy, numeracy and geographical isolation from major economic centres.

By prioritising and investing in a tailored approach, AAAC will ensure a range of positive pathways are accessible to support young people's aspirations to participate in education and training and expand meaningful employment opportunities.

To achieve this goal, we will:

Short Term

Priority 1.1: Identify apprenticeship opportunities and facilitate access for young people.

Priority 1.2: Facilitate access to culturally appropriate skills development, employment, and training pathways.

Priority 1.3: Investigate and identify opportunities for local leadership positions in community enterprises.

Med Term

Priority 1.4: Design and deliver a leadership pathway program for young people.

Priority 1.5: Develop and implement strategies that support and prepare youth for boarding school.

Priority 1.6: Investigate and identify opportunities for young people to engage in numeracy and literacy learning post-school.

Long Term

Priority 1.7: Ensure youth are exposed to a variety of career and professional opportunities through the delivery of a career expo.

As a result:

Young people engaged in the positive pathways will have greater access to employment, training, education opportunities, and ultimately to a meaningful career.

How we know we have succeeded:

KPI 1: The number of young people transitioning from school to employment.

KPI 2: The number of identified apprenticeship opportunities.

KPI 3: The number of young people that successfully transition to boarding school.

KPI 4: The number of school leavers that report an increased aspiration to continue to develop their skills, knowledge, and leadership experience.

Supports National Agreement on Closing the Gap Target:

No. 6: Students reach their full potential through further education pathways.

No. 7: Youth are engaged in employment or education.

Goal 2: Develop sustainable community-owned enterprises that deliver services within the community

Why?

A significant opportunity exists for creating commercially focused community-owned enterprises to generate employment, economic wealth, and independence.

It could be assumed the high rate of unemployment in Santa Teresa is due to a lack of local job opportunities. However many paid positions exist within the community yet are staffed by workers from outside the community – often at a significant expense due to Santa Teresa's geographical remoteness.

AAAC aims to establish several community-owned enterprises and improve opportunities for residents to acquire skills and work experience needed to take up existing and emerging job opportunities. We will focus on that work currently performed by outside contractors and enterprises to meet unmet needs in the community.

Potential proposed enterprises include a bakery, mechanic workshop, contract cleaning, repairs and maintenance.

AAAC recognises that locally controlled economic growth is a powerful way for the people of Ltyentye Apurte to take control of the future for their families and communities.

To achieve this goal, we will:

Short Term

Priority 2.1: Identify opportunities to establish community-owned enterprises.

Priority 2.2: Assess the business model's desirability, feasibility, and viability for each proposed enterprise.

Med Term

Priority 2.3: Incubation of identified community-owned enterprises.

Priority 2.4: Facilitate access to appropriate skills development and training pathways.

Long Term

Priority 2.5: Grow and scale proven sustainable business models.

As a result:

Improved opportunities for skill development, employment, and economic growth, resulting in greater independence for the people of Ltyentye Apurte.

How we know we have succeeded:

KPI 5: The number of identified community-owned enterprise opportunities.

KPI 6: Number of feasibility studies completed

KPI 7: The number of jobs currently performed by outside contractors that transition to residents.

KPI 8: The number of sustainable community-owned enterprises.

Supports National Agreement on Closing the Gap Target:

No. 8: Strong economic participation and development of people and their communities.

Goal 3: Develop and strengthen social enterprise projects that provide positive social, cultural, environmental, and economic outcomes

Why?

Social enterprise has been identified as a model that can provide community-wide social, cultural, environmental, and economic benefits.

Indigenous business fundamentally aligns with the principles of social enterprise. Social enterprises are purpose-driven and create social value while aiming to be financially sustainable.

Over the past six years, several successful social enterprises have been incubated under AAAC and Santa Teresa Enterprises. These include the Traditional Craft Centre, Ltyentye Apurte Hair Salon, Merne Mwarre, Spinifex Skateboards, Furniture Shed & Ltyentye Apurte Coffee Van. Each social enterprise is at various stages of the business

lifecycle and require specific resourcing to be sustained or to develop and grow.

Spinifex Skateboards is an exceptional start-up venture with a proven business model that is socially and culturally affirming and financially sustainable. The opportunity exists for Spinifex Skateboards to separate from AAAC and establish itself as a stand-alone, independent entity. This would require implementing strategies to scale impact and grow commercially over five years.

Our social enterprises, no matter how big or small, are valued assets that address key challenges and generate value beyond profits that benefit the people of Ltyentye Apurte.

To achieve this goal, we will:

Short Term

Priority 3.1: Identify prospective social enterprise opportunities.

Priority 3.2: Assess existing social enterprises' business models and prioritise projects for resourcing.

Priority 3.3: Identify funding sources to sustain or grow existing social enterprise projects.

Med Term

Priority 3.4: Develop and implement a business plan and strategy for scaling Spinifex Skateboards.

Priority 3.5: Facilitate access to appropriate business training and skills development.

Priority 3.6: Identify and establish partnerships that support long-term sustainability.

Long Term

Priority 3.7: Facilitate the restructure and establishment of Spinifex Skateboards as an independent entity.

As a result:

The growth and stability of the social enterprise projects lead to increased opportunities for meaningful employment and skills development and improved access to services. It reinforces culture and identity and improves the health and well-being of the community.

How we know we have succeeded:

KPI 9: Increase in the stability and growth of community-owned social enterprises.

KPI 10: Increase in the number of people participating in training and skills development.

KPI 11: The incorporation of Spinifex Skateboards.

KPI 12: Strength and alignment of partnership.

Supports National Agreement on Closing the Gap Target:

No. 8: Strong economic participation and development of people and their communities

Health and Community Wellbeing

Goal 4: Provide opportunities for young people to participate in sports, recreation and physical activities

Why?

Sport can positively increase physical activity participation and improve broader health, well-being and community outcomes. AAAC actively promotes and supports the delivery of both structured and unstructured sports, recreation and physical activities within Ltyentye Apurte including football, skateboarding, basketball and softball. However, to increase the participation of young people in sports and physical activities, we recognise that strengthening the existing sporting activities and facilities is essential.

AAAC aims to provide opportunities for youth to be physically active in all levels of sport and recreation by increasing our capacity to deliver new activities including Basketball, Horse Riding and a Gym. This includes the development of a sporting, recreational and activities plan, sporting committees and engagement of co-ordinators to implement the plan.

Through experience, we know that there is an indisputable correlation between regular physical activity and positive health benefits, including mental health benefits, life skills and leadership development.

To achieve this goal, we will:

Short Term

Priority 4.1: Develop a sporting, recreational and activities plan.

Med Term

Priority 4.2: Establish a sporting committee.

Priority 4.3: Assign coordinators to implement the plan.

Long Term

Priority 4.4: Implementation of the initial stages of the plan.

As a result:

By prioritising sport, recreation and physical activity, we can engage young people of all ages and levels of ability to learn and experience how a healthy, active lifestyle can support better health, enhanced self-esteem and self-confidence and can be translated into positive life choices that, in turn, will improve health in the short and long term.

How we know we have succeeded:

KPI 13: A sporting, recreational and activities plan that provides an understanding of the current position and potential for future development.

KPI 14: Increase in the number of diverse sports, recreation and physical activities available to youth.

KPI 15: Increase in the number of young people participating in sports, recreation, and physical activities.

Supports National Agreement on Closing the Gap Target:

No. 1: Everyone enjoys long and healthy lives

Goal 5: Expand the capacity of Aged Care services and infrastructure

Why?

Ltyentye Apurte Community Care operated by Ltyentye Apurte Arelhe-Inkerrenyekekenhe Apmere provides aged care services to residents of Santa Teresa. Support services include lunch, laundry, washing services and some activities. This critical service is somewhat underutilised and it is expected that with the right resourcing and infrastructure, a wider range of community care services could be provided, including disability support and respite for carers in Santa Teresa.

Patients with complex needs requiring town-based services often face challenges due to dislocation and the consequent loss of cultural engagement and connection to family and country. Proven community-based care models in other remote Aboriginal communities indicate substantial benefits to providing local, culturally-centred health, aged care and disability support.

AAAC aims to conduct a study to determine the feasibility, acceptability, and appropriateness of community care in Santa Teresa. The feasibility study aims to develop a culturally focused model for community care, including a needs assessment and how mainstream support services can function in a complementary and supportive manner. The final report will outline priority areas and provide suggested community care programs, options and costs.

To achieve this goal, we will:

Short Term

Priority 5.1: Finalise terms of reference for feasibility study and assess aged care and community care.

Med Term

Priority 5.2: Appoint a consultant.

Priority 5.3: Finalise the feasibility study.

Long Term

Priority 5.4: Implement the relevant recommendations of the feasibility study.

Priority 5.5: Secure adequate funding for the implementation of the feasibility study and ongoing operational costs.

As a result:

Community-based care will increase accessibility to health services and reduce the number of people leaving home to seek treatment, keeping people connected to Country, culture and family. It enables the delivery of culturally safe and responsive services and better health outcomes for everyone in the community and provides opportunities for local employment.

How we know we have succeeded:

KPI 16: A feasibility study has been completed.

KPI 17: Funding has been secured to begin implementation and ongoing operational costs.

Supports National Agreement on Closing the Gap Target:

No. 1: Everyone enjoys long and healthy lives.

Goal 6: Provide safe spaces for women and wellbeing programs that support culture, healing and sharing

Why?

AAAC aims to provide holistic support for women, children and families to promote cultural connection and well-being and to empower women's voices and leadership. Women play a central role in the community as mothers, sisters, aunties, and grandmothers. They are highly respected and key to keeping families and culture strong.

AAAC recognises that with caring comes additional physical, emotional, and social demands on women's lives which can have a significant impact on their health. Women and children experience disproportionately high levels of domestic violence throughout their lives. This is often exacerbated by overcrowding and housing stress. Together, these factors significantly impact their capacity to engage in education, work and community life.

Formal and non-formal social supports for women require cultural integrity and to be shaped and influenced by the women themselves. AAAC aims to empower the women of Ltyentye Apurte to develop and lead health, social and cultural services that support families to live safely and happily. This includes: (1) constructing a women's shelter to provide emergency accommodation and support for women and children experiencing domestic violence; and (2) developing women-led programs and cultural camps that facilitate on-Country connections and promote cultural ways of well-being and healing for women and children.

To achieve this goal, we will:

Short Term

Priority 6.1: Establish a Strong Women's Committee or reference group.

Priority 6.2: AAAC representation on the Housing Reference Group.

Priority 6.3: Gather statistics on population growth and housing status.

Med Term

Priority 6.4: Use statistics to advocate for improved or new housing.

Priority 6.5: Develop a program of women-led cultural activities.

Long Term

Priority 6.6: Determine the most appropriate space for a women's shelter.

As a result:

Increase in self-determination, identity, and empowerment for women and girls in Ltyentye Apurte.

How we know we have succeeded:

KPI 18: A space for a women's shelter has been identified.

KPI 19: A program of women-led cultural activities has been developed.

Supports National Agreement on Closing the Gap Target:

No.13: Families and households are safe.

Goal 7: Increase community health and wellbeing

Why?

AAAC aims to strengthen the health and well-being of the community by focusing on three core pillars: improving the environment in which services are delivered; reinforcing the communication and collaboration of partners; and innovating to provide programs and projects driven by the community.

Community cohesion lies at the heart of what makes a safe and strong community. AAAC's focus is to continue delivering programs that promote connection to Country, culture, and family and reinforces the importance of sharing and working together.

Cultural camps will continue to be a priority. The aim is to develop a program facilitated by local leaders that offers a safe space for young people to access cultural knowledge, practices, and healing on Country.

AAAC will continue to provide projects to support school attendance and retention throughout the year. The Horse Riding Program has proven to be an effective tool for re-engaging youth and rewarding students with good attendance at school. An opportunity exists to formalise the Horse Riding

Program as a non-accredited Vocational Education and Training (VET) program.

In collaboration with Stronger Communities for Children (SCfC) program, AAAC currently delivers a range of programs to encourage a healthy community environment for children and families in Ltyentye Apurte. Successful partnerships between stakeholders, including MacYouth and Marist Brothers, funded by SCfC, have ensured the successful delivery of initiatives such as a school holiday program and the Youth Space, as well as contributing to capacity building in knowledge sharing and local decision-making processes. AAAC recognises the importance of solid partnerships and plans to continue working collaboratively to improve families' outcomes.

In addition, AAAC has launched several programs to address alcohol and other drug problems in collaboration with the Department of Health/Alcohol & Other Drugs Department. The programs include health talks about Alcohol & Other Drugs at the Salon, together with Spinifex Skateboards, cultural camps and during sports events. These will continue in the coming years.

To achieve this goal, we will:

Short Term

Priority 7.1: Hold annual family camp.

Priority 7.2: Investigate the re-establishment of a Sobering Up Shelter.

Priority 7.3: Ensure the continuation of the Local Decision Making Group.

Priority 7.4: Identify funding for the Alternative Education Program.

Priority 7.5: Continuation of the Stronger Communities for Children (SCfC) Program.

Med Term

Priority 7.6: Identify funding to continue the delivery of the Horse Riding Program.

Priority 7.7: Secure the next round of Stronger Communities for Children (SCfC) Program.

Long Term

Priority 7.8: Establish a partnership with the Northern Territory Department of Education and explore local vocational education and training (VET) initiatives.

As a result:

Continuation of place-based initiatives that enhance community cohesion; increase participation in education, cultural activities and employment; and increase the capacity of the community to shape and implement their vision of a healthy and safe community.

**How we know we have succeeded:**

KPI 20: Annual family camp was held

KPI 21: Funding application submitted for the Alternative Education Program.

KPI 22: Funding application submitted for the Horse Riding Program.

KPI 23: Funding secured for the continuation of Stronger Communities for Children (SCfC) Program for the next five years.

Supports National Agreement on Closing the Gap Target:

No. 13: Families and households are safe.
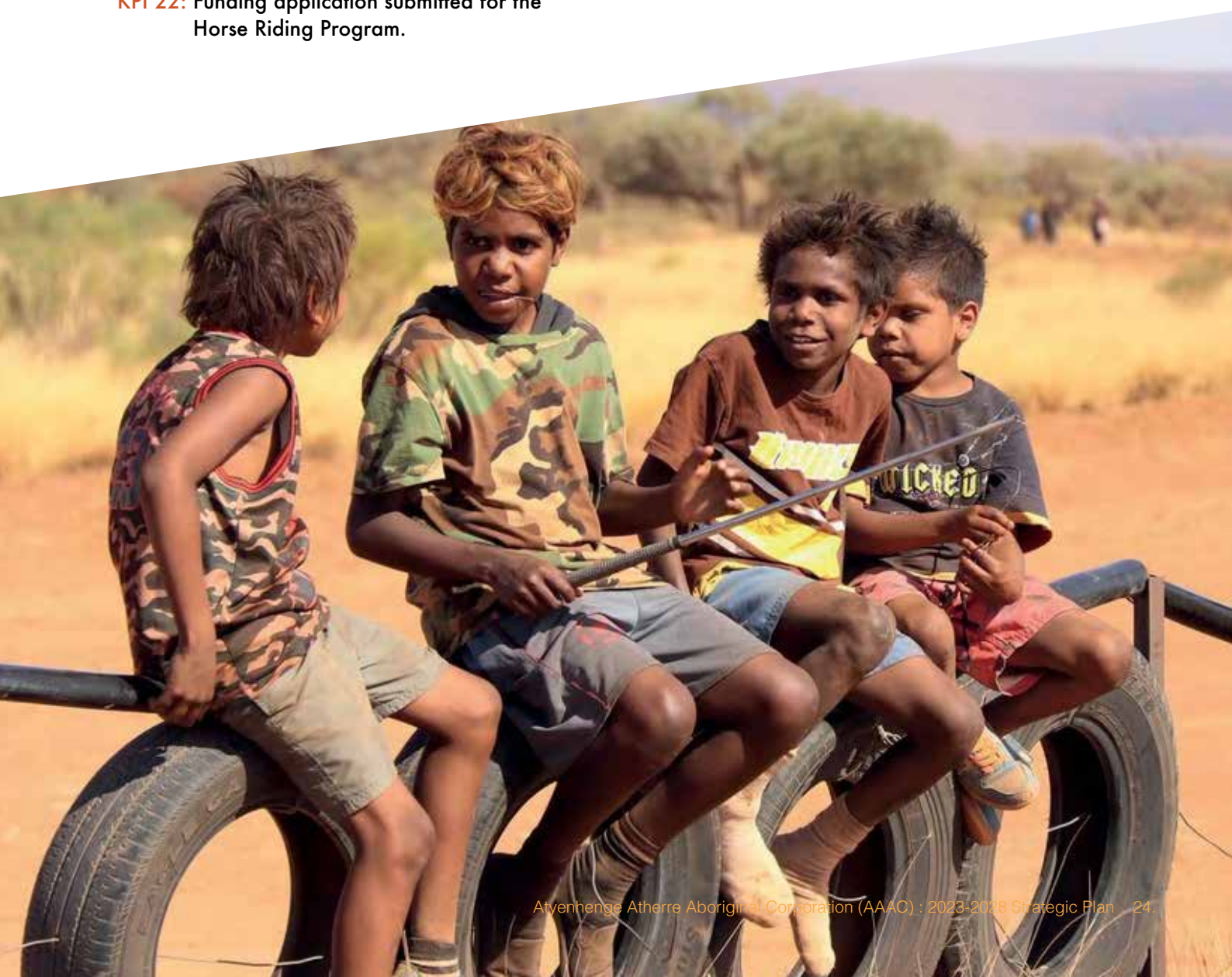
Infrastructure and Assets

Goal 8: Explore options for Township Leasing

Why?

The Aboriginal Land Rights (Northern Territory) Act 1976 (Land Rights Act) was amended in 2006 to provide for section 19A 'township leases' which cover entire community areas on Aboriginal land to support economic development. Township leases can be held either by the Executive Director of Township Leasing (EDTL) on behalf of the Commonwealth or, more recently, by a local Aboriginal corporation representing Traditional Owners (community entity model).

In 2020 the AAAC board made the decision to investigate Ltyentye Apurte moving from a 'township lease' to a 'community-entity township leasing' model under the Land Rights Act. This would enable community decision-making in all areas of their lives, enhance economic development and home ownership and seek to improve living standards and the life of the community.

The transition from the Commonwealth to community-entity township leasing requires the

Aboriginal Corporation to develop its capacity and governance. This process can take up to five years. The National Indigenous Australians Agency (NIAA) provided a grant to support the investigation of Township Leasing for Ltyentye Apurte.

A Community-Entity Township Leasing would require the establishment of an Aboriginal Corporation whose sole responsibility is to manage matters relating to community governance, business initiatives, health, housing, employment, infrastructure, roads, agriculture, tourism education and power.

Examples of communities who have transitioned to a Community-entity model include Mutitjulu community in Central Australia, Pirlangimpi community Melville Island (Tiwi) and Gunyangara on the Gove Peninsula. AAAC intends to visit and consult with these communities to gain insights into the process and outcomes.

To achieve this goal, we will:

Short Term

Priority 8.1: Consult with communities that are in the process of transitioning to a Community-entity model.

Priority 8.2: Consult further with Central Land Council Legal Team and Bowden McCormack following the consultations.

Priority 8.3: Provide a recommendation to the AAAC Board on the way forward.

Med Term

Priority 8.4: Pending the recommendation (Action 8.3), present a report to the Traditional Owners / Central Land Council.

Long Term

Priority 8.5: Pending the outcome of activity 8.4, prepare for a transition to a new Aboriginal Corporation.

As a result:

Greater autonomy for the community and for Traditional Owners to make decisions partnered with enhanced economic development and homeownership opportunities.

How we know we have succeeded:

KPI 24: A report has been finalised and recommendations have been presented to the AAAC Board.

KPI 25: A decision by the AAAC board has been approved regarding Township Leasing.

Supports National Agreement on Closing the Gap Target:

No.17: People have access to information and services enabling participation in informed decision-making regarding their own lives.

Goal 9: Increased involvement of AAAC in the planning, prioritising, and managing of critical infrastructure and assets

Why?

The provision of infrastructure in remote Indigenous communities remains one of Australia's key infrastructure-related challenges. Aging and insufficient infrastructure partnered with poor roads, unstable telecommunications and restricted water and power services are some of the issues obstructing people from accessing services, education, workplace training and other economic opportunities.

Over the past three years, AAAC have begun exploring sustainable alternatives to water and power. Ltyentye Apurte power comes from a thin transmission line 100km in Alice Springs which is susceptible to frequent and prolonged power outages. AAAC is looking into the development of a solar microgrid at Ltyentye Apurte to deliver clean and reliable power to the community.

Access to secure water infrastructure is another key priority and underpins several projects' long-term sustainability and success. A partnership with Melbourne Football Club (MFC), and Melbourne Cricket Club to grass the football oval commenced in June 2019. Arid Edge Environmental Services designed and constructed an irrigation system to resurface the Ltyentye Apurte football oval, a red dirt oval made up entirely of clay.

In addition, Arid Edge Environmental Services worked with AAAC to develop a Management Plan to reinstate the community orchard which has fallen into disrepair following the disconnection of water to the site in 2010. The plan mapped a pathway for the orchard site to produce fresh fruit and vegetables for the community and identified the possibility of a long-term horticultural business venture.

Over the next five years, AAAC aims to continue to build on the research and development done into the supply of power and water and move towards sustainable community-controlled models that enable Ltyentye Apurte to expand and improve the viability of our projects, thus improving the wellbeing of the community.

Ltyentye Apurte is approximately 80km from Alice Springs, 60km is on unsealed roads. Road closures can occur due to heavy rainfalls and the subsequent erosion along creek beds and crossings. For many years, Ltyentye Apurte community members have been calling on the Northern Territory Government to bitumen the road to provide all-weather access and improve year-round connections to services. The road is a lifeline to the community and AAAC will continue to advocate the Northern Territory Government for upgrades and improvements.

To achieve this goal, we will:

Short Term

Priority 9.1: Complete a Power and Water Corporation Report into the connection of Solar Power.

Priority 9.2: Secure funding in partnership with Melbourne Football Club and Melbourne Cricket Club to conduct a water table assessment for the football oval.

Priority 9.3: Continue to lobby for road upgrades and push for political commitments.

Med Term

Priority 9.4: Engage a specialist consultant to perform Grid Connection Modelling.

Priority 9.5: Finalisation of water table assessment and preparation for the implementation of recommendations for the football oval and orchard.

Long Term

Priority 9.6: Construction of the Solar Microgrid.

Priority 9.7: Reinstatement of the Orchard, pending the outcome of the feasibility study.

Priority 9.8: Sustainable water solution is in operation to support the ongoing maintenance of the Football Oval.

As a result:

Secure power, water and road upgrades will increase access to economic, social and cultural development opportunities.

How we know we have succeeded:

KPI 26: Completion of Power and Water Corporation Report.

KPI 27: Completion of water table assessment.

KPI 28: Solar Microgrid has been installed and is contributing to the supply of power to Ltyentye Apurte.

Supports National Agreement on Closing the Gap Target:

No. 8: Strong economic participation and development of people and their communities.

No. 9: People can secure appropriate, affordable housing that is aligned with their priorities and need.

Organisation Governance and Sustainability

Goal 10: Build the capacity of AAAC to meet the current and future priorities

Why?

AAAC places strong governance and leadership at its strategic foundations. Our ability to continually meet our organisation's objectives and to achieve our vision depends on it. AAAC aims to build the organisation's capacity over the next five years with a focus on increased corporate governance knowledge, leadership development and succession planning, professional skills development and improved infrastructure.

Succession planning and the capture, retention and transfer of knowledge are recurring themes across the corporation. AAAC will co-develop a process for succession planning with the board and management to support youth and potential future directors transition into governance and leadership roles. Special consideration will be given to both cultural and corporate leadership skills required to govern the organisation successfully.

Capacity building for individuals focuses on developing knowledge and skills that contribute to achieving our Vision. AAAC will seek opportunities for formal training in governance and business, as well as specialised skills in media and communications. In addition, AAAC will be guided by the board in identifying the training required to develop cultural leadership, knowledge, values and identity.

AAAC expects to grow by 20% over the next five years. This will involve attracting and retaining four additional professional staff to the corporation. To accommodate a growing workforce, additional housing, adequate office space and improvements to operation infrastructure, tools and processes is needed to meet the growing demand.

To achieve this goal, we will:

Short Term

Priority 10.1: Leadership Training for two Indigenous staff each year.

Priority 10.2: Governance Training for AAAC Board of Directors each year.

Med Term

Priority 10.3: Development of a succession planning document.

Long Term

Priority 10.4: Ltyentye Apurte Indigenous Staff working at management level with AAAC.

As a result:

AAAC will increase its capacity and continue to fulfil the vision of the board and members.

How we know we have succeeded:

KPI 29: Succession planning document has been approved by the board.

KPI 30: Increase in the number of people shadowing AAAC staff.

KPI 31: Increase in the number of AAAC staff undertaking annual professional development.

Supports National Agreement on Closing the Gap Target:

No. 17: People have access to information and services enabling participation in informed decision-making regarding their own lives.

Goal 11: Maintain a holistic view of the social and economic status of the community

Why?

AAAC aims to improve the linkages between partnering organisations and agencies providing community services to the people of Ltyentye Apurte. There are currently over 10 independent organisations operating across various sectors including health, arts and culture, education, youth, the church, and police. Although there is an awareness of what is being delivered and achieved, there remains fragmented service provision and agencies working in silos.

The cultural and social context for delivering services in any remote Indigenous community is very complex. Ltyentye Apurte is a dynamic place and its circumstances and characteristics change over time. AAAC aims to encourage inter-sector collaboration and data-sharing between agencies to develop an innovative and responsive approach to improving outcomes for the people of Ltyentye Apurte.

To achieve our strategic priorities, AAAC intends to maintain a holistic view of the social and economic status of Ltyentye Apurte by working closely with its community partners to increase the frequency of stakeholder meetings and implement a process for improving data collection, sharing of outcomes and collaborative initiatives to drive broader community benefits.

To achieve this goal, we will:

Short Term

Priority 11.1: Determine the baseline data required and the purpose of the data collection.

Priority 11.2: Implement quarterly service provider meetings.

Med Term

Priority 11.3: Analyse data collected over a period of time and assess the outcomes at various stages.

Long Term

Priority 11.4: Develop a plan of action that corresponds to the data and outcomes of 11.3.

As a result:

Improved communication and an increase in the sharing of resources amongst service providers.

How we know we have succeeded:

KPI 32: Service provider meetings are held regularly.

KPI 33: Improved quality of data collected from service providers.
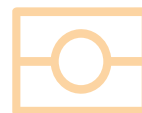
Supports National Agreement on Closing the Gap Target:

No. 17: People have access to information and services enabling participation in informed decision-making regarding their own lives.
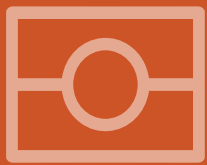
Culture
and Heritage

Goal 12: Building a structure for sharing and strengthening culture with others

Why?

Authentic community partnerships play a critical role in achieving our vision. However, a critical cultural knowledge gap exists across Australia between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. Developing cultural competence at a professional and personal level is essential to close the gap.

AAAC aims to develop On Country cultural immersion and cultural awareness programs for community partners, service providers and external partners to improve their cultural awareness.

AAAC will reach an agreement between service providers and agencies regarding Cultural Awareness training requirements for new and existing staff, which includes an agreement to strengthen cultural protocols for responding to community needs.

AAAC aims to provide On Country Cultural Immersion opportunities to community partners such as the Melbourne Football Club, encouraging their participation in a cultural experience unique to the people of Ltyentye Apurte. On Country cultural immersion allows participants to gain a greater knowledge of the local culture and environment, language, families, and interpersonal relationships directly from Ltyentye Apurte people.

Ultimately an online cultural awareness program could be a precursor to on-Country and/or place based learning.

In 2022, AAAC engaged a consultant to work with the AAAC board and members to map the learning journey and commence work on the Cultural Awareness and Immersion Programs.

To achieve this goal, we will:

Short Term

Priority 12.1: Map a business model to explore the viability and sustainability of operating the cultural programs.

Priority 12.2: Work with the AAAC board and members to further expand and map the learning journey and outcomes of the Cultural Awareness and Immersion Programs.

Priority 12.3: Design and development of the Cultural Awareness and Immersion Programs.

Priority 12.4: Training and preparation of staff and facilitators to deliver the Cultural Awareness and Immersion Programs.

Med Term

Priority 12.5: A memorandum of understanding (MOU) with service providers that all staff attend the Cultural Awareness program specific to Ltyentye Apurte.

Priority 12.6: Commence delivery of the Cultural Awareness and Immersion Programs to existing partners.

Long Term

Priority 12.7: Expand Cultural Awareness and Immersion Programs to include new markets, such as corporates and tourism.

As a result:

Creating a culturally safe environment greatly improves the relationship between service providers, agencies, partners, and the community.

How we know we have succeeded:

KPI 34: Signed MOU with all service providers.

KPI 35: Commencement of delivery of Cultural Awareness and Immersion Programs.

Supports National Agreement on Closing the Gap Target:

No. 16: Cultures and languages are strong, supported and flourishing
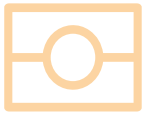
Goal 13: Conservation and protection of cultural heritage

Why?

Several sacred sites and places of cultural and historical significance are located in and around Ltyentye Apurte. AAAC aims to implement measures to protect and preserve both natural and built cultural heritage sites and objects and respects the traditional knowledge, values and lore and the spiritual relationship connected to cultural heritage.

One priority for AAAC include an investigation into the restoration of the 'Old Stone House', a historical site built in 1953 by community members during the establishment of Santa Teresa Mission. Extensive work is required to restore the house and AAAC plans to develop a scope for the conservation and development of the site into a potential museum.

Another priority is to preserve an unmarked cemetery situated in the surrounding area of main camp. Protecting the sacred resting place of ancestors is an important cultural responsibility and part of protecting Country. The exact location of the cemetery needs to be determined and a plan in place for the protection of the site which would include fencing off the area.

There is also a plan to paint a mural on the fence at the entry to the community with a historical timeline of the establishment of Santa Teresa.

The effective protection and conservation of cultural heritage are important in maintaining the identity, health and well-being of the people of Ltyentye Apurte.

To achieve this goal, we will:

Short Term

Priority 13.1: Secure funding for the restoration of the Old Stone House.

Priority 13.2: Engage a conservation expert and Heritage Northern Territory to work with Traditional Owners to develop a scope of work for the restoration and use of the Old Stone House.

Priority 13.3: Investigate Territory Families, Housing and Communities, Heritage Grants Program to secure additional funding.

Priority 13.4: Investigate the most appropriate process for archiving and persevering documents and photos for future display.

Priority 13.5: Work with Traditional Owners, local council and state government to identify the exact location of the old cemetery and map the area.

Priority 13.6: Develop a scope of work for the protection of the old cemetery.

Priority 13.7: Develop a scope of work for the painting of the mural and secure funding for implementation.

Med Term

Priority 13.8: Develop a plan for the ongoing conservation and management of the Old Stone House.

Priority 13.9: Explore opportunities for training and skills development for an Indigenous curator with partners such as the Museum of Central Australia.

Priority 13.10: Secure funding for work to commence on the protection of the old cemetery.

Priority 13.11: Commence painting of the mural.

Long Term

Priority 13.12: Commence conservation on the Old Stone House.

Priority 13.13: Commence preservation the Old Stone House.

As a result:

Cultural significance is conserved for present and future generations while connections between community, Country, past and present lived experiences are enhanced.

How we know we have succeeded:

KPI 36: Funding approved for the Old Stone House restoration.
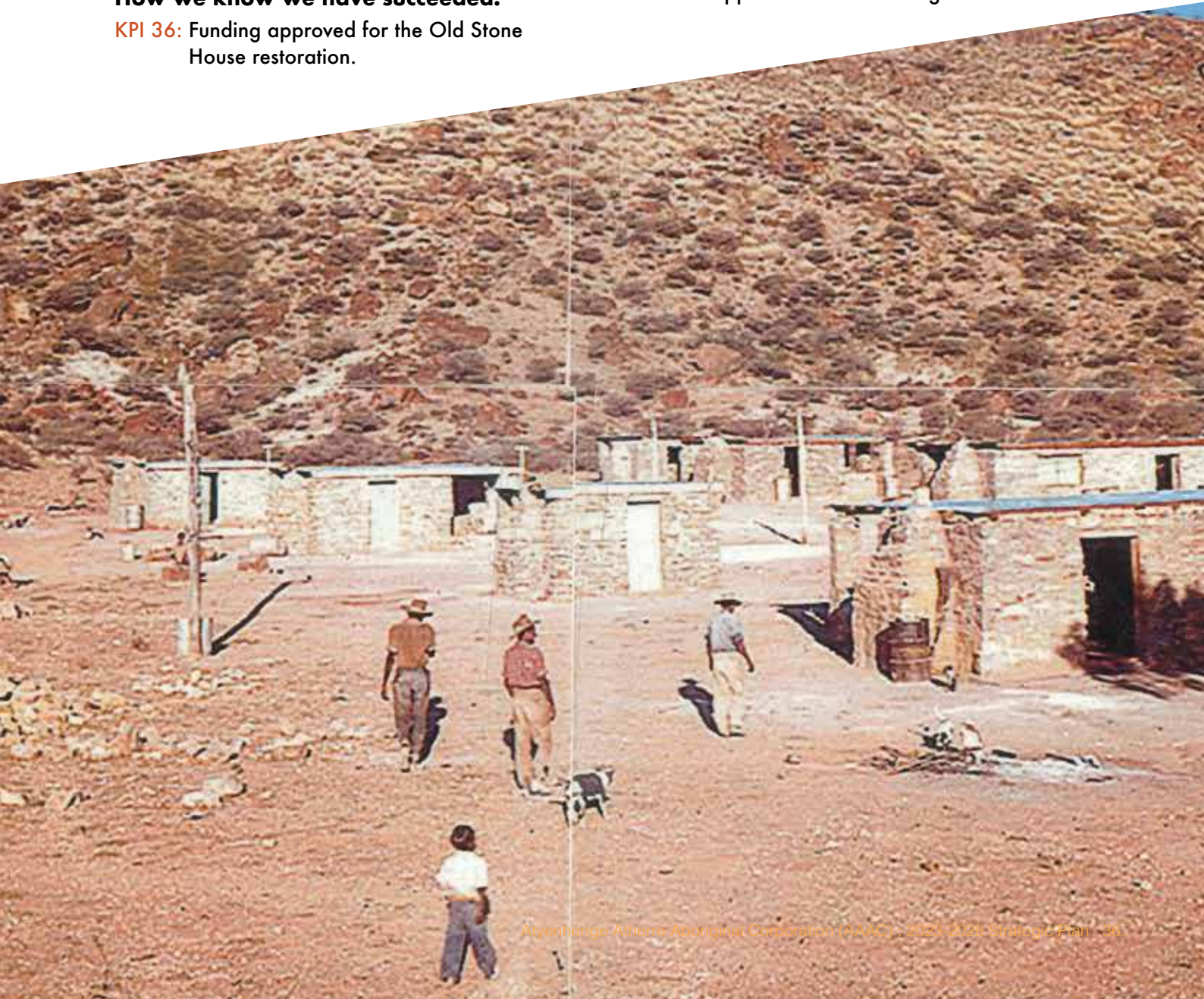
KPI 37: Commence conservation work on the Old Stone House.

KPI 38: Commence preservation work on the Old Cemetery.

KPI 39: Completion of the mural project.

Supports National Agreement on Closing the Gap Target:

No. 15: People maintain a distinctive cultural, spiritual, physical and economic relationship with their land and waters.

No. 16: Cultures and languages are strong, supported and flourishing.

Atyenhenge Atherre Aboriginal Corporation (AAAC)

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