

**PITJANTJATJARA
YANKUNYTJATJARA
LAND COUNCIL**

STRATEGIC PLAN

April 2003

GONGAN
CONSULTANCY
REPORT



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1.0 INTRODUCTION

Gongan Consultancy has been working closely with the Pitjantjatjara Yankunytjatjara Land Council over the last three months to enable the executive and senior management of the Council to develop a strategic plan for the future.

Developing a comprehensive strategic plan in three month while performing the General Manager role has been difficult because of the range and diversity of issues that the management and Executive have to deal with on a daily basis. Anangu have struggled to cope with the complexity of cultural identity, language, heritage protection, political, social, health, community safety, education, housing, remote locality, communications, accessibility, essential services, infrastructure, access to resources and economic development as competing factors to finding a balance for a sustainable quality of life for all who live on the Pitjantjatjara Yankunytjatjara lands.

Also, over the next two years there will be a number of key reviews, decisions and amalgamations that will have an impact on the strategic and operational direction of the Pitjantjatjara Yankunytjatjara Land Council that include.

1. Reviewing the Pitjantjatjara Lands Rights Acts 1981;
2. The amalgamation of identified functions of the Pitjantjatjara Council and the Pitjantjatjara Yankunytjatjara Land Council;
3. The development of the strategic and operational framework between COAG Whole of Government approach (Commonwealth, State and Local Government agencies) and the network of Pitjantjatjara Yankunytjatjara organisations; and
4. Developing the appropriate corporate and legal structures that will deliver local government services and economic opportunities to Anangu.

It is very difficult to develop a strategic and operational plan for an organisation where its functions are to be defined by an Act that is to be reviewed. The Gongon Consultancy strategic document is a working document that will be added to over the next eight months.

2.0 LAW & CULTURE

The importance of Law and Culture is an issue raised very strongly at many of the workshops that Gongon Consultancy has attended. The Adelaide Workshop Murray George and Leonard Burton made the following statements.

“The Tjilpi are passing on and if we do not act soon it will be too late. Law and Culture is getting lost ... and it is growing weak. If the Anangu loose the strong link to the lands and the law – they have nothing. Law and Culture is the highest priority for the Anangu and Government must respect and support our position.”

“We look at your Tier One and Tier Two structure and Law & Culture cannot fit in that White Man structure. Law & Culture is our highest priority”

It was very difficult for Anangu to emphasis the importance of keeping law, culture, heritage,

It is essential that anyone working with Anangu is that they understand that the core ethical standard that must be applied to the development of any strategic or operational directive is the protection of Law & Culture. This is a standard corporate measurement that is applied by the Executive and Anangu on a daily basis.

3.0 CORE STRATEGIC DIRECTIONS

The first stage when developing and instructing the management on the future direction of the organisation is for the Anangu leadership to have agreement on the overall strategic direction of the Pitjantjatjara Yankunytjatjara lands. This overall strategic direction has been developed and the Anangu leadership will need to further discuss and promote that direction.

This framework has identified four core strategic directions for the Pitjantjatjara Yankunytjatjara Land Council.

- a. Land & Heritage – central to Pitjantjatjara Yankunytjatjara land is the protection of culture, language, tradition and heritage. Any change should not weaken this aspect of Anangu life;
- b. Local Government and Essential Services – services that are central to sustaining life and well being at a quality comparable with that enjoyed by other rural Australians;
- c. Economic Development – to develop culturally appropriate business and economic development strategies for Anangu; and
- d. Build Partnerships with Commonwealth and State Government agencies and the PY network of communities, homelands and organisations network to ensure the delivery of services on the Pitjantjatjara Yankunytjatjara lands.

The organisation policies and operational plans will be linked and developed from the core strategic directions agreed to by the Anangu leadership

4.0 EMPLOYMENT AND TRAINING OPPORTUNITIES

Recommendation

To undertake a skills audit of Anangu in the communities and homelands that is linked to employment & training (cadetships) with the positions available within the PY network of organisations & business related activities.

The issue of employment and training opportunities was raised at all of the workshops that Gongan Consultancy participated in. Increasing employment and training opportunities for Anangu will have to implement strategies that start from the primary & secondary school students level to the adult education level.

There should be employment and training opportunities in the administration of the communities, organisations, enterprises and retail positions in the stores. A skills audit of Anangu in the communities and homelands that is directly linked to employment & training (cadetships) with the positions available. The employment & training strategy to place Anangu in jobs needs to be closely linked to the adult education facilities on the lands.

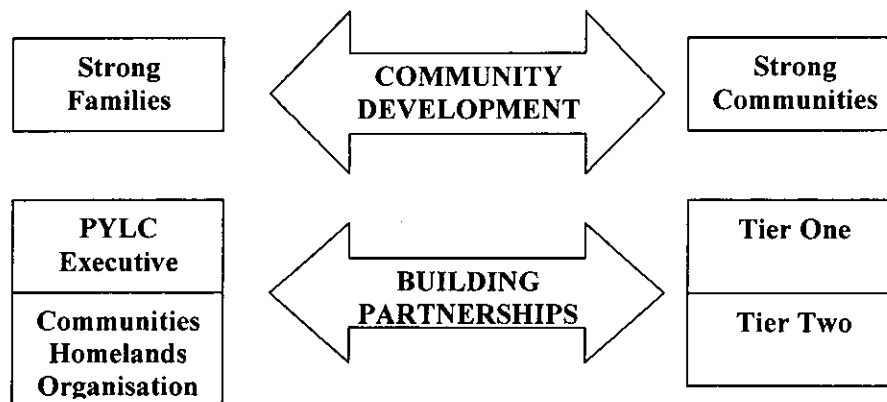
5.0 CONSULTANT COMMENT ON LEGISLATIVE, STRATEGIC, STRUCTURAL AND COMMUNITY ISSUES

This section is for the Consultant to comment/ highlight on various issues that are important to developing the strategic and operational direction of the PYLC.

5.1 Family and Community Development

The long term aim of the community is to build strong families to improve their ability to participate and control their cultural, social, environmental, educational and economic well being. Over the last ten years Gonggan Consultancy has worked with Corporations, Government and Aboriginal communities throughout Australia and on numerous occasions the Corporations, Government and Organisations get focused on developing detailed structural and administrative procedures (endless meetings about program fit and research). While this detail is being negotiated and developed at the management level - the family and the community level is seeing little change. There has to be a balance between endless meetings and ground activity at the family/ community level. Anangu need to see change at the family and community level and be given the opportunity to participate in the planning and implementation process.

Building Strong Families and Strong Communities will only be successful when the families participate in the developing community development models that are suitable to Anangu.



5.2 Review of the Act – Extension of PYLC Executive Term

Recommendation

The PYLC Executive term should be extended to align with the completion of the review of the Pitjantjatjara Lands Rights Acts 1981. It is expected that the review of the Act will recommend that the Executive term will be extended from a one year term to a two or three term.

The review of the Pitjantjatjara Lands Rights Act 1981 is overdue. There have been significant changes in relation to Land Rights and Native Title recognition since 1981 and the PYLC legislative responsibilities, functions and role needs to be defined in relation to the lands, traditional owners and the organisations that deliver services on PY lands.

5.3 Amalgamation of identified functions of the Pitjantjatjara Council

Objective

The aim of the amalgamation is not to totally wind up the Pitjantjatjara Council due to historical reason. At a Joint Executive Meeting between the Pitjantjatjara Council and PYLC it was agreed to appoint an independent person to work out the detail of the amalgamation.

There are a number of issues that will need to be researched by the independent consultant.

1. To identify all of the corporate holdings, assets and services that the Pitjantjatjara Council currently does;
2. Research and develop options to ensure that the corporate holdings, assets and functions that are amalgamated (approved by the joint Executive) do not disadvantage Anangu and the employees of the Pitjantjatjara Council and PY Services; and
3. To project manage the amalgamation and present options to Joint Executive meetings for approval.

5.4 New Infrastructure Tier Two Committee

Recommendation

To form a new Tier Two committee to address infrastructure needs of the PY lands. This committee will focus on infrastructure (Essential Services & Local Government Infrastructure, Roads, Airports and Community & Homeland Infrastructure) needs.

Tier 2 Committees comprise of groups such as Human Services, Economic Development, Petrol Sniffing Task Force, Community Safety, Education and Training, and Arts and Culture.

The infrastructure priorities that have been identified by Anangu do not seem to fit the above Tier Two committees.

5.5 High Staff Turnover

The turnover of staff in the PYLC has a significant impact on the organisation. PYLC have very few people with any corporate knowledge over the last two years.

There are a number of reasons for staff turnover that include

1. The political turmoil that has existed with the PYLC relationship with Government, ATSIC, PY organisations, Communities and Homelands;
2. Trying to manage limited resources when the social needs are huge;
3. The enormous pressure placed on staff to bridge the cultural divide between Anangu obligations to abide to cultural laws and western management policies;
4. The enormous pressure placed on staff to implement western management policies when Anangu face fourth world living standards; and
5. Working and living in a remote region of Australia.

5.6 Employment and Training Opportunities

Recommendation

To undertake a skills audit of Anangu in the communities and homelands that is linked to employment & training (cadetships) with the positions available within the PY network of organisations & business related activities.

There should be employment and training opportunities in the administration of the communities, organisations, enterprises and retail positions in the stores. There needs to be a skills audit of Anangu in the communities and homelands that is directly linked to employment & training (cadetships) with the positions available. The employment & training strategy to place Anangu in jobs needs to be closely linked to the adult education facilities on the lands.

6.0 WORKSHOPS AND MEETINGS

Recommendation

Further financial support needs to be given to allow PYLC to continue facilitating regional workshops with Anangu and the PY network of organisations.

Summary of Key Workshops and Meetings

The “Working Together for Our Future” Adelaide, Alice Springs and Umuwa workshops gave the recently elected Pitjantjatjara Yankunytjatjara Land Council Executive the opportunity to workshop the concept of building a working relationship with DoSAA, ATSIC, COAG ‘Whole of Government and other PY entities.

This section outlines the main points that were discussed/ presented to the people attending the following meetings and workshops.

The Adelaide Executive Meeting & Workshop achievements (January 2003)

1. Gave the recently elected Pitjantjatjara Yankunytjatjara Land Council Executive and key Anangu organisation representatives the opportunity to meet in Adelaide with Commonwealth and State Agencies in relation to setting the Working Together for Our Future strategic direction;
2. Anangu representative presentations to SA Government Ministers, Chief Executives, ATSIC Commissioner and ATSIC representatives on issues of concern in relation to Land & Culture, Petrol Sniffing, Education & Training, Women’s Issues, Community Safety and Youth Issues; and
3. The signing of the Letter of Intent by Terry Roberts – Minister for Aboriginal Affairs and Reconciliation and Gary Lewis – Chairman Pitjantjatjara Yankunytjatjara Land Council.

DoSAA provided financial and administrative support for the Adelaide Workshop.

The Alice Springs Executive Meeting & Workshop achievements (February 2003)

1. To inform the PY network of communities, homelands and organisations of the outcomes of the Adelaide workshop;
2. To discuss the concept of Working Together for Our Future strategy; and
3. To start the consultation process in relation to building a networking model that allows the Pitjantjatjara Yankunytjatjara Land Council Executive to endorse priorities presented to Tier 1 and allows the PY network of communities, homelands and organisations the opportunity to participate at the Tier 2 Program Management groups planning and implementation of programs.

Invitations were forwarded to the PY network of communities, homelands and organisations to participate in the Working Together for Our Future workshop. Attendance on Day One was over 100 delegates and about 65 delegates on the second day of the workshop.

The Umuwa Executive Meeting & General Meeting achievements (March 2003)

1. To gain an understanding of the COAG Whole of government approach, how it is operating in the other regions of Australia and the linkages between the Commonwealth (Whole of Government) and State (APLIICC) strategies;
2. Present the draft strategic direction to the PY Executive, general meeting and representatives of the Commonwealth and State Governments; and
3. To gain support from key Anangu leaders for the general strategic direction and to consult in relation to the consultation strategy that needs to take place within the communities and homelands for their participation in the Whole of Government approach, Tier Two and Working Together for Our Future strategy being developed.

The strategic direction was developed from the information formulated, presented, debated and revised at the above meetings and workshops. The strategic direction is still at draft stage and an appropriate structure and operational plan will need to be further developed.

The Joint Pitjantjatjara Council and the Pitjantjatjara Yankunytjatjara Land Council; Executive Meeting in Umuwa (April 2003).

The two executives were brought together to have initial discussions on developing an appropriate structure for the two organisations to work together within the “Working Together for Our Future” and COAG Strategy. The following points were placed on the Agenda for discussion.

1. Amalgamation;
2. Sun Farm management;
3. ATSIC Funding;
4. Legal Files; and
5. Ara Irllja presentation

The management was asked to come back to the Joint executive with a Plan of Action to implement the following Resolution

Resolution

That this Joint Executive Meeting agrees to appoint an independent person to work out the detail of the amalgamation of the Pitjantjatjara Council and Anangu Pitjantjatjara Council.

Moved: Tony Campbell
Seconded: Peter DeRose
Motion Carried

7.0 BACKGROUND

The regional coordination and management of the PY Lands has grown substantially since the introduction of the Pitjantjatjara Lands Rights Acts 1981. This section is to give a brief overview of the land mass, socio-economic and the network of communities, homelands, roads and airfields that Anangu have regional responsibility for.

The PY Lands cover one-fifth of South Australia, or 160,000 square kilometers in the far north-west of the State. The country of the Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara is not defined by State and Territory boundaries and covers a much greater area of 350,000 square kilometers of South Australia, Western Australia and the Northern Territory known as the 'cross border region' by administrators. The total Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara population is estimated to be 5,000 to 6,000 people¹.

There are 11 communities and over 70 outstations.

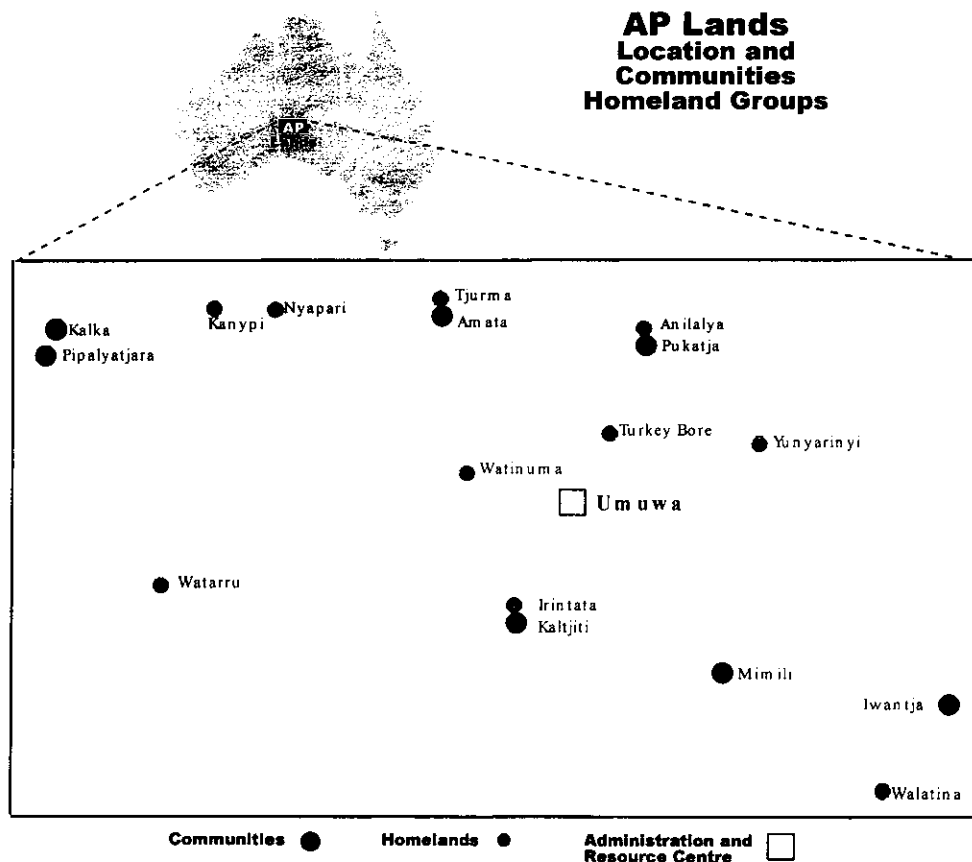


Exhibit 1 AP Lands location of Communities and main Homelands²
7 major communities and 17 Homelands

Population statistics supplied by Nganampa Health Service. The current population is 2600 people living permanently on the AP Lands. This is accurate data which is reviewed each year by Nganampa Health Council. (other reports quote 3,000 population). Apart from the AP Lands population, approximately 5000 visitors attend the clinics on the AP lands annually³.

7.1 Socio-Economic Disadvantage

The Yankunytjatjara, Pitjantjatjara and Ngaanyatjarra people living in the north west of South Australia have been experiencing dramatic social change since the 1930's, and perceive the negative impacts of this change have been increasing over the past ten years. The whole region is experiencing profound community, family and personal problems underpinned by absolute poverty, high morbidity and mortality rates, a failing educational system, little employment and training opportunities and a huge burden of personal grief and trauma.

Anangu are acutely aware of the level of need for people with disabilities and have strong ideas about what assistance and interventions are required. They see programmes to help petrol sniffing, mental health problems, and early interventions for children as crucial. Current statistics show that petrol sniffing is the single biggest cause of disability on AP Lands. Lack of housing and community infrastructure for people with disabilities, and a lack of case-management and support for carers are also important⁴.

7.2 Main Road Network

These roads predominantly comprise of natural surface material, formed, with some sections in recent years formed and sheeted with local gravel. Existing road width varies between 8 and 10 metres. Roads in general require extensive construction works to alleviate problems with drainage following inclement weather⁵.

• Stuart Highway to Victory Downs NT Boundary via Pukatja	250 km
• Pukatja to Yunyarinyi (Kenmore Park)	35 km
• Yunyarinyi to Stuart Highway	103 km
• Amata to Mulga Park NT Boundary	63 km
• Umuwa to Amata	108 km
• Amata to Kalka	211 km
• Kalka to WA Boundary	20 km
• Pipalyatjara to Watarru	130 km
• <u>Pipalyatjara to Airstrip</u>	5 km

TOTAL	925kms
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7.3 Homelands Roads Network

This road network is up to 7 metres pavement width, again graded out of natural surface material. Following periods of high rainfall these roads are difficult to traverse in conventional vehicles. Demand on these roads varies and some roads receive minimum maintenance over a twelve month period⁶.

Nyapari to Tankaanu	20 km
Main road to Angatja	15 km
Wintawatu to Ulkiya and Harry Creek	20 km
Alternative wet weather route – Nyapari to Tankaanu, to Kunamata, to Ulkiya, to Harry Creek, to main road (Amata – Umuwa)	115 km
Amata to Tupul	10 km
Amata to Cave Hill	10 km
Amata to Alpara	30 km
Main road to Wallany	10 km
Watinuma (Officer Creek) to Fregon	25 km
Umuwa to Black Hills via Warrabilina	45 km
Pukatja to Eagle Bore, via Ngarrutjara	69 km
Yunyrinyi to Mimili via Perenti Bore	91 km
Fregon to Walalkara	40 km
Turkey Bore, Balfours Well	10 km
Anilalya Homelands (Davids Well, Aeroplane 1, Aeroplane 2, Racecourse and Umpakanta) from the main road	20 km
Main Road to Sandy Bore via Victory Well	30 km
Main Road to Pigeon Bore	10 km
Main Road to Blue Hills	20 km
Main Road to Amuroona	20 km
Iwantja to Mintabie	40 km
Walatina Roads	35 km
Fregon to Iltur	202 km
Watarru to Iltur	70 km
TOTAL Km	957 kms

7.4 Community Internal Roads

Regular maintenance is undertaken on internal community roads, this includes bore access roads. Communities as below⁷;

• Indulkana (Iwantja)	natural surface material – approximately	10km
• Mimili -	natural surface material – approximately	10km
• Fregon (Kaltjiti)	natural surface material – approximately	10km
• Ernabella (Pukatja)	<i>sealed surface</i> – approximately	5km
• Kenmore Park (Yunyarinyi)	natural surface, approximately	8km
	natural surface material – approximately	10km
• Amata	<i>sealed surface</i> – approximately	5km
	natural surface material – approximately	10km
• Nyapari	Soil stabilised surface – approximately	4km
• Kanpi	Soil stabilised surface – approximately	4km
• Pipalyatjara	<i>sealed surface</i> – approximately	5km
	natural surface material – approximately	10km
• Watarru	natural surface material – approximately	10km
• Kalka	natural surface material – approximately	5km
• Watinuma	natural surface material – approximately	3km
<u>TOTAL Sealed – 15 km Unsealed – 94 km</u>		

7.4 Airstrips

Airstrips currently in use are :-

- Indulkana
- Mimili
- Fregon (night use facility)
- Umuwa
- Ernabella
- Kenmore Park
- Amata (sealed, night use facility)
- Nyapari/Murpatja (all weather, night use facility)
- Pipalyatjara
- Watarru

Funding received is grossly inadequate to cover all aspects of the above, and often airstrip maintenance is ignored.

Most Airstrips are below CASA safety standards.

8.0 CORE STRATEGIC DIRECTIONS

The core strategic directions were developed from the priorities discussed at the Adelaide Workshop January 2003.

There are four core strategic directions for the Pitjantjatjara Yankunytjatjara Land Council.

8.1 Land & Heritage

Objective

The core principal of recognition to the role and authority of Traditional Owners is retained in the legislation and policies on the lands.

Central to Pitjantjatjara Yankunytjatjara land is the protection of culture, language, tradition and heritage. Any change should not weaken this aspect of Anangu life;

Protect the following points through Legislation and policy.

- ☐ Traditional Owner rights
- ☐ Protection of culture
- ☐ Protection of language
- ☐ Protection of heritage
- ☐ Protection of Environment
- ☐ Manage access through permit system

The Anangu Pitjantjatjara Operational Review (March 1998) by Chris Larkin & Brian Hayes QC, Executive Summary stated "the creation of Anangu Pitjantjatjara (AP) occurred over sixteen (1998) years ago with the introduction of the state Pitjantjatjara Lands Rights Acts 1981 (PLR Act).

By necessity, the advent of Anangu self-management and self-determination brought with it a need to establish unique models of lands related services provision and administration, particularly to give proper recognition to the role and authority of Traditional Owners which is referred to in the PLR Act.⁸

8.2 Local Government and Essential Services

Objective

To improve Local Government and Essential services to the level that is enjoyed by other Australians. The PY Lands covers one-fifth of South Australia, or 160,000 square kilometers in the far north-west of the State.

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| <input type="checkbox"/> Water | <input type="checkbox"/> Roads |
| <input type="checkbox"/> Power | <input type="checkbox"/> Airports |
| <input type="checkbox"/> Sewage | <input type="checkbox"/> Housing |

Providing local government and essential services to the PY Lands includes the delivery of the above services to

- ☐ a population of 2,600 people in north west South Australia;;
- ☐ a land mass which covers one-fifth of South Australia, or 160,000 square kilometers in the far north-west of the State;
- ☐ 11 communities and 70 outstations;
- ☐ Maintain and improve the main road network of 925 km;
- ☐ Maintain and improve the Homeland road network 957 km;
- ☐ Maintain and improve Community (internal) road network 109 km;
- ☐ Maintain and improve 10 airstrips;
- ☐ Maintain and build new Water, Power and Sewerage facilities;
- ☐ Maintain and build housing;
- ☐ Maintain and improve Environmental health standards and
- ☐ other services

The priorities that Anangu identified included many Local Government services, infrastructure need and essential services. Workshop delegates also raised the need for public transport, library, swimming pools, sporting facilities etc.

8.3 Economic Development

Objective

To build an economic base for Anangu by developing culturally appropriate business and economic strategies for the lands. Increase non government funds that are generated through business activity.

There are a number business and industry opportunities for Anangu

- ☐ Mining
- ☐ Tourism
- ☐ Arts & Crafts
- ☐ Property Management
- ☐ Accounting & Legal Services for other organisations
- ☐ Bulk Purchasing
- ☐ Pastoral

There are businesses that are currently operating are Pit Cas (Accounting services), Pitjantjatjara Projects, PY Air and the Office Building asset in Alice Springs. These businesses need to be assessed in relation to their performance and corporate structure.

It is important to develop a economic and business strategy that captures the opportunity to develop small business, community, regional and joint ventures with industry. What is the business structure for Anangu that will respect Traditional Owner rights and support & facilitate Anangu to understand business?

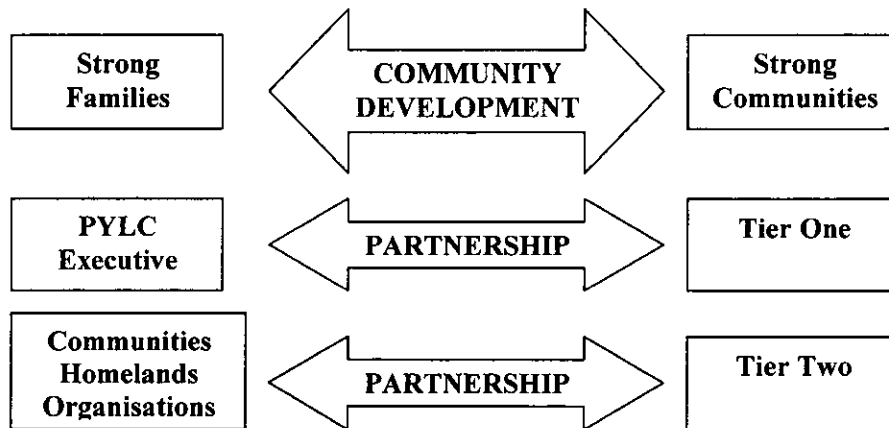
There needs to be further research in relation to the building an appropriate business structure that can deliver business support and manage regional business opportunities for Anangu.

8.4 Build Partnerships – Delivery of Services

Objective

Long term aim is to build **strong families and strong communities** by forming partnerships with Commonwealth, State and Local Government agencies and the PY network of communities, homelands and organisations network to ensure the delivery of services on the Pitjantjatjara Yankunytjatjara lands.

There are three levels of communications in the Building partnerships – delivery of services strategy.



The long term aim of the community is to build strong families to improve their ability to participate and control their cultural, social, environmental, educational and economic well being. There has to be a balance between developing detailed structural and administrative procedures at the Tier One & Tier Two level and Anangu need to seeing activities at the family and community level.

Building Partnerships – Delivery of Services

The Commonwealth and State Government agencies have amalgamated two processes

1. Shared Responsibilities – is a Council of Australian Governments (COAG) initiative aims to develop better and more effective partnerships between Indigenous communities and governments;
2. Anangu Pitjantjatjara Land Inter-Government Inter-Agency Collaboration Committee (APLIICC) was set up in response to the Coroners Report on Petrol Sniffing Deaths. The APLIICC vision of having a partnership to provide a sustainable quality of life for all who live on the Pitjantjatjara Yankunytjatjara Lands; and
3. The joint committee is co-chaired by Peter Buckskin (State) and Jane Halton (Commonwealth).

Shared Responsibility

Commonwealth and State Governments agreed that they must improve their approach. They agreed to work together – a whole of government approach. And to work in partnership with

communities, which supports the restoration of responsibility to the people in those communities.

Commonwealth Secretaries have agreed to sponsor, or champion, each of the regions where they are working. The lead agency in the case of the Pitjantjatjara Yankunytjatjara Lands trail is Jane Halton, Secretary Health and Ageing

APLIICC

The Anangu Pitjantjatjara Land Inter-Government Inter-Agency Collaboration Committee (APLIICC) vision of having a partnership to provide a sustainable quality of life for all who live on the Pitjantjatjara Yankunytjatjara Lands. The lead agency in the case of APLIICC is Peter Buckskin, Executive Officer of DoSAA.

The participants in the process are Commonwealth and State Agencies and portfolios that provide or fund services into the PY lands with Anangu, and the various governing and service provision organisations (PY Entities) that operate within the PY Lands.

The **Objectives** of the APLIICC are through partnerships, to build on and develop culturally appropriate sustainable strategies, activities and programs to:

- Improve Anangu internal partnerships and enhance relationships to build community capacity to manage current and emergent issues;
- Ensure that Anangu have access to services necessary to sustain life and well being at a quality comparable with that enjoyed by other rural Australians;
- Design and deliver services in a manner which respects, promotes and sustains Anangu hopes and aspirations;
- Improve the health, economic, social and environmental outcomes for Anangu from the investment made by both State and Commonwealth Governments;
- Build effective working relationships between Anangu and Government;
- Build positive work already undertaken or completed; and
- Monitor, evaluate and review the success of programs.

The **Outcomes** sought from this are

- Improve health and well-being for Anangu;
- Enhanced community capacity;
- A safe environment for all members of the community;
- Promote and encourage sustainable communities;
- A proactive response to identified key problems, such as petrol sniffing; and improved and ongoing working relationship between Anangu and Government.

This cross jurisdictional, whole of government initiative will be managed through a two tier management structure.

Tier One

An inter-government inter-agency collaborative committee made up of State Chief Executives and senior Commonwealth officials who fund and deliver services and programs in the Pitjantjatjara Yankunytjatjara Lands. Within Tier 1 will also be a Tier 1

agreed structure of Tier One. Tier 1 will meet on a quarterly basis with at least one of those meetings being held on Pitjantjatjara Yankunytjatjara Lands per year.

Gary Lewis (Chairman) and Rex Tjami (Director) of PYLC are members of the Tier One committee.

Tier Two

A number of Program Management groups that will plan and implement programs to achieve the outcomes of the initiative. These programs will be based around the agreed key outcomes and will be championed/ chaired by a Tier 1 member who is best suited to implement the programs. Tier 2 will comprise of groups such as Human Services, Economic Development, Petrol Sniffing Task Force, Community Safety, Education and Training, and Arts and Culture.

There are community consultation's on the PY lands that are discussing the representation of PY Executive, PY organisations, communities and homelands can be represented on the Tier 2 committees.

Recommendation

To form a new Tier Two committee to address infrastructure needs of the PY lands. This committee will focus on infrastructure (Essential Services & Local Government Infrastructure, Roads, Airports and Community & Homeland Infrastructure) needs.

9.0 ANANGU PITJANTJATJARA COUNCIL (PYLC)

Objective

The Management is preparing a number of submissions to present to the Tier One Committee that will include:

1. A realistic Land Rights Administration budget;
2. An internal PY network review of the infrastructure, housing, accommodation and office needs of Umuwa; and
3. A review of the funding requirements to provide local government and essential services to the PY lands.

PYLC is the body corporate established under the Pitjantjatjara Land Rights Act (1981). It is the landholding body and is responsible for the administration of the Act. It was anticipated that AP would carry out the strict legal and administrative requirements under the Act with substantial support from the Council.

A number of other groups (both incorporated and unincorporated) operate under the auspices of AP. These include Nganampa Health Council Inc., PY Education Committee, PY Media, PY Services, AP Heritage Committee and PY Air.

The Pitjantjatjara Land Rights Act 1981 provides for⁹

1. The creation of AP as a statutory body;
2. Obligations on AP to understand the wishes of Traditional Owners in respect of:
 - a. Management, use and control of lands and to give effect to those wishes and opinions;
 - b. Protection of the interests of Traditional Owners in relation to the management, use and control of the lands;
 - c. Negotiation with persons to use, occupy or gain access; and
 - d. Administration of the land vested in AP.
3. Granting of Freehold Title in the name of AP;
4. All Pitjantjatjaras (defined as Pitjantjatjara, Yankunytjatjara and Ngaanyatjarra language groups) to have unrestricted access to the lands.
5. AP to have the powers to.
 - a. grant leases to Pitjantjatjaras;
 - b. enter into contracts;
 - c. appoint and dismiss staff;
 - d. acquire lands outside of the lands;
 - e. receive and spend money;
 - f. take advice;
 - g. establish offices;
 - h. make a Constitution for meeting procedures; and
 - i. other things necessary for administration;
6. AP to consult with Traditional Owners who need to express views and agree to proposals; and
7. AP to conduct its affairs through an Executive of a Chairman and ten elected at an annual meeting.

Important features of the Pitjantjatjara land Rights Act of 1981 are that it confers inalienable freehold title over the Pitjantjatjara lands, and this title is held by a Statutory incorporation, namely Anangu Pitjantjatjara. AP may lease to its members or to outside interests, and buy or otherwise deal in, land outside the freehold lands. Access to AP Lands for those who are not traditional owners, not Anangu, is through a permit system administered by AP. The permit system has significant address controls and there are heavy penalties for trespass (police and other officials established by statute are exempt). AP is required to consult and seek approval of the communities affected before permission is granted.¹⁰

9.1 Pitjantjatjara Yankunytjatjara Land Council Executive

The 2002 Elections and AGM (Chairman) resulted in the following representatives to the Pitjantjatjara Yankunytjatjara Land Council Executive.

Name	Position	Region
Gary Lewis	Chairman	
Bruce Williamson	Executive Member	Pipalyatjara, Kalka
Glen Raymond	Executive Member	Watarru
David Miller	Executive Member	Kanypi, Nyapari, Angatja
Warren Tunkin	Executive Member	Amata Tjurma
Yangki Smith	Executive Member	Kaltjiti, Irintata, Watinuma
Mantatjara Wilson	Executive Member	Anilalya, Turkey Bore
Tony Campbell	Executive Member	Mimili
Makinti Minutjukur	Executive Member	Pukatja, Yunyarinyi
Peter Munkuri Bernard Singer - resigned	Executive Member	Twantja
Hughie Cullinan	Executive Member	Amuruna, Railway Bore, Witjintitja, Walatina

Recommendation

The PYLC Executive term should be extended to align with the completion of the review of the Pitjantjatjara Lands Rights Acts 1981. It is expected that the review of the Act will recommend that the Executive term will be extended from a one year term to a two or three term.

9.2 PYLC Administration

The PYLC Administration located at Umuwa is adjusting to the changes that have been made during the 2002 to 2003 financial year. The administrative responsibilities have been expanded since the Pitjantjatjara Council and Anangu Pitjantjatjara Services have had there funding redirected to the PYLC.

The Administration is now responsible for

- ☐ Servicing the Executive and providing professional advise;
- ☐ Providing Legal and anthropological services;

- ❑ Monitoring funds provided for the services provided by Anangu Pitjantjatjara Services and Pitjantjatjara Projects;
- ❑ Administration of the permit system;
- ❑ Facilitating, negotiating and coordinating the partnership between APLIICC – Whole of Government and PYLC.

PYLC is currently undertaking an internal review that will assess the Administrative and Executive resource needed to

1. Continue to facilitate, negotiate, coordinate and further develop of the Whole of Government strategy on Pitjantjatjara Yankunytjatjara lands;
2. Support the Executive;
3. Provide financial management and administrative services (Permits System) to the PYLC;
4. Take a lead role in making political representation and negotiations for funding, mining, economic development and negotiations with government agencies;
5. Provide secretariat support, information services and quality research for the organisation;
6. Employ field staff to support the land council role of PYLC; and
7. Provide adequate legal and anthropological support to the PYLC.

9.3 Anangu Pitjantjatjara Yankunytjatjara Land Management

Anangu Pitjantjatjara is a statutory body under the Pitjantjatjara Land Rights Act 1981 and its role is to administer the lands. The land management unit carries out its Natural Resource Management role with funding from Anangu Pitjantjatjara and local communities. Specific projects are funded by Natural Heritage Trust, Environment Australia, World Wide Fund for Nature, Rio Tinto and Department of Environment and Heritage South Australia.

Anangu Pitjantjatjara Yankunytjatjara Land Management works in a unique environment where natural resources are managed in a culturally appropriate, ecologically sustainable way, drawing upon both traditional and contemporary expertise.

The Anangu Pitjantjatjara Lands cover 10.7 million hectares and have critically important resources for biodiversity conservation, prompting recent government interest in supporting development of Indigenous Protected Areas (IPA). Wataru IPA covers 1.28 million Hectares and Walakara IPA 0.7 million hectares of the Great Victoria Desert. The IPA's recognise the active role Anangu play in the stewardship of the land and the importance of traditional land management in maintaining the biodiversity of these areas. The aim is to manage these to International Unions for the Conservation of Nature and Natural Resources (IUCN) standards, with various parts of each IPA managed for the objectives of particular categories in the IUCN protected area categorisation¹¹.

The land management unit carries out a number of activities such as

- ❑ **Traditional Land Management** - The two major activities of traditional land management to ensure food security were patch burning and rockhole cleaning. Surface water is very sparsely distributed across the Anangu Pitjantjatjara lands.

- ❑ **Feral Animal Control** - The lands are home to several threatened species including **Tjakura** the great desert skink (*Ergernia kintorii*), **Itjaritjari** the southern marsupial mole (*Notoryctes typhlops*), **Nganamara** the mallee fowl (*Leipoa ocellata*) and **Waru** the Black Flanked Rock Wallaby (*Petrogale lateralis*). Another major feral animal problem for the Anangu Pitjantjatjara lands is camels, donkeys and horses. It was estimated in aerial surveys conducted in August 2000 that 4,000 - 7,000 horses, 1,000 - 4,000 donkeys and approximately 2,000 - 4,000 camels roam the Anangu Pitjantjatjara lands¹. Large feral herbivores including camels, donkeys and horses can rapidly drink and foul the water in small ephemeral rock holes that could otherwise see local native species through an extended period of drought.
- ❑ **Grazing** - APY Land Management is required under the *Pitjantjatjara Land Rights Act* 1981 to ensure that grazing enterprises meet the requirements of the *Pastoral Land Management and Conservation Act* 1989. It has a role in monitoring grazing enterprises and assessing grazing capacity for grazing licences on the lands.
- ❑ **Revegetation** - APY Land Management runs a small nursery to grow local native species for revegetation works. The degradation of vegetation around communities is severe and dust and storm water can cause major health problems including Dysentery, Asthma and Glaucoma. Anangu Pitjantjatjara Yankunytjatjara Land Management is working with Nganampa Health with funding support from Christian Blind Mission and Natural Heritage Trust to install *Tuunpara* (soil mounds) to harvest storm water. *Tuunpara* turn a water management problem in to a benefit for the community. Where water once ponded in compacted puddles as a breeding ground for mosquitos or ran down erosion gullies to creeks, using *Tuunpara* it is channelled to support copses of local native species that provide shade and shelter as well as bushfood and medicines. The mounding also prevents vehicles from raising dust and destroying vegetation.
- ❑ **Monitoring and Evaluation** - APY Land Management staff work over a vast area (107,000 km²). Records and data need to be accessible hundreds of kilometers from the office. Visual information is far more effective when working cross culturally. Anangu Pitjantjatjara Yankunytjatjara Land Management uses the Protected Areas Management System (PAMS) developed by National Parks and Wildlife South Australia enabling staff to produce easy to understand visual information based on satellite imagery.

10.0 ANANGU PITJANTJATJARA SERVICES

Anangu Pitjantjatjara Services (Aboriginal Corporation) is located at Umuwa, and has an administration office, works depot and mechanical repair garage. Umuwa is based approximately central to the seven communities on the AP Lands. The site for Umuwa was chosen by the AP Executive and Pitjantjatjara Council because it is culturally neutral.

AP Services has been a separately incorporated body since early 1993, under the Office of Registrar of Aboriginal Corporations. There are five Governing Committee members (a quorum of three required for a meeting). They comprise a Chairperson, Public Officer, Treasurer, Secretary and a voting member.

AP Services has evolved as the service providing arm of Anangu Pitjantjatjara. This involves project management and coordinating maintenance programs that support AP's responsibility as

include: roadwork's (including grading and realignment), housing repairs and maintenance, development and construction projects, construction inspection, waste management, homelands essential services, bore maintenance and alternative energy programs and other works related programs as they evolve.

11.0 PITJANTJATJARA COUNCIL

The Pitjantjatjara Council came into being from a combined meeting of Pitjantjatjara, Yankunytjatjara and Ngaanyatjarra traditional owners at Amata in early 1976.¹²

The role of the Pitjantjatjara Council until mid 2002 was a service provider to the Anangu Pitjantjatjara Land Council (AP) in the areas of legal and anthropological advise, provision and maintenance of water and power services for homelands, and accounting services, although its charter also delivery to Communities in WA and NT.¹³

The Pitjantjatjara Council receives no direct funding from Government but still owns assets and delivers the following services

- ☐ Pit Cas – provides accounting and bookkeeping services to a number of PY organisations and external organisations in WA and NT;
- ☐ Pitjantjatjara Services - provision and maintenance of water and power services for homelands;
- ☐ Sun Farm – project manager of the building of the Sun Farm project at Umuwa which is nearing completion;
- ☐ PY Air – represented on the Board of Management and owns shares in the Airline;
- ☐ Alice Springs Office Complex – Trust manager which holds 99% of this asset; and
- ☐ PBI Tax status – Pitjantjatjara Council has PBI tax status; and
- ☐ Other Assets that have been accumulated over the last 20 years.

12.0 AMALGAMATION OF IDENTIFIED FUNCTIONS OF THE PITJANTJATJARA COUNCIL

Objective

The aim of the amalgamation is not to totally wind up the Pitjantjatjara Council due to historical reason. At a Joint Executive Meeting between the Pitjantjatjara Council and PYLC it was agreed to appoint an independent person to work out the detail of the amalgamation.

There are a number of issues that will need to be researched by the independent consultant.

1. To identify all of the corporate holdings, assets and services that the Pitjantjatjara Council currently does;
2. Research and develop options to ensure that the corporate holdings, assets and functions that are amalgamated (approved by the joint Executive) do not disadvantage Anangu and the employees of the Pitjantjatjara Council and PY Services; and
3. To project manage the amalgamation and present options to Joint Executive meetings for approval.

13.0 STRUCTURE & CORPORATE GOVERNANCE

Over the last twenty-five years the Anangu Pitjantjatjara Land Council has seen the development of the Pitjantjatjara Council, Nganampa Health, NYP Women's Council, PYEC Education, PY Media, Communities, the Homeland movement and other groups that continue to evolve to satisfy the cultural, social, environmental and economic needs of the Anangu.

Corporate governance issues on the Pitjantjatjara Yankunytjatjara lands have been a central theme for many years. It is important to highlight the views of three separate consultants in relation to the issue of corporate governance, review of the Act and structural change for the organisation.

- The Anangu Pitjantjatjara Operational Review (March 1998) by Chris Larkin & Brian Hayes QC, Executive Summary. *"The creation of Anangu Pitjantjatjara (AP) occurred over sixteen (1998) years ago with the introduction of the state Pitjantjatjara Lands Rights Acts 1981 (PLR Act).*

By necessity, the advent of Anangu self-management and self-determination brought with it a need to establish unique models of lands related services provision and administration, particularly to give proper recognition to the role and authority of Traditional Owners which is referred to in the PLR Act.

The current model of administration is characterized by numerous separate Anangu agencies which, while in the Anangu psyche are controlled by AP, have no legal or administrative relationship or accountability to AP. These separate agencies additionally do not carry with them the specified legislative responsibilities of the PLR Act which have been carefully framed to provide a traditional basis for administration and decision making."

"The most serious failure is the dilution of the Parliament's deliberate efforts to achieve a cultural basis for administration. This has occurred through the creation of separate constituencies and associated power bases around a system of governance and administration which is structured on separately incorporated bodies. It is a structure which has evolved by both a deliberate management strategy and also taking into account financial considerations to meet legislative requirements."

- The review carried out by John Tungku Tregenza, Kutjara Consultants, The delivery of services to people with disabilities on the Anangu Pitjantjatjara Lands – an Anangu perspective, (September 2001 – January 2002), page 38. *"The system of governance and consequent administrative structures on the AP Lands has evolved to meet the perceived needs of the Anangu residents. From time to time a misconception seems to arise among policy-makers and funding agencies that AP is the peak body on all matters. While it is true that AP have responsibility for all matters relating to the administration of the Lands on behalf of all the traditional owners of the Lands (all Anangu), responsibility for the delivery of many other services has always been in the hands of other Anangu regional organisations.*

governing body, because Anangu considered that the area covered by each was so complex that no single organisation could do all the issues justice.

The organisations have come about through a community-controlled process and have stood the test of time to date. The current arrangements satisfy a complex set of Anangu social, political and cultural factors and facilitate community input and decision making. It is important to respect this community management structure, and work with it. Those who argue the supremacy of one organisation over the others do so either out of ignorance of their true relationships and the Anangu history of the area, or in pursuit of personal political agendas. Unless forced to argue over the same funds by a funding authority, these organisations have many of the same individuals on their governing Boards of Management. Every organisation faces similar issues."

- Dodson, Bauman & Associates Pty Ltd, Letter to Minister for Aboriginal Affairs and Reconciliation – Hon Terry Roberts; 15 August, 2002; Tabled Legislative Council 29 August, 2002. *"The PLRA seems perfectly clear to me that AP through an elected executive board has a duty to protect the interests of traditional owners in relation to the use, management and access by others to the Lands. In this fundamental objective the AP Executive is empowered to do certain thing in satisfaction of it's obligations including hiring staff and providing independent expert advice to the Traditional Owners.*

I do not believe that this fundamental reason for the existence of AP is fully understood by The AP Executive Board, Staff of AP, staff and executive members of PCI and many government officials who have had any involvement in the Lands in the last 18 months or so. With the exception of PCI there has been a tendency to inflate or expend the position of AP beyond what is provided for in the Act. This is a muddle-headed view of the PLRA and the AP! It is not appropriate to ascribe to AP roles that are not provided for it under the statute.

In my view the present role of AP is clear. It primarily is concerned with the protection of the rights and interests of the traditional owners regarding their lands and to provide the wherewithal to do that. It is political advocacy, negotiation and administrative functions in protecting those rights and interests on behalf of the Traditional Owners. I do not believe it was ever intended nor do not think the AP is the legal vehicle, as presently constituted under the provisions of the PLR act, to deliver a host of municipal and human services to the communities on the lands generally and the TO's particularly. "

The question of corporate governance is complex when working with two cultures but no one disagrees with the notion of the delivery of better services to Anangu and that the administration be held accountable for the management and delivery of those services.

The review of the PLR act will need to make recommendations in relation to the role of the PYLC and legislative relationship it has with communities, homelands and the network of PY organisations.

14.0 REVIEW OF ACT

The review of the Pitjantjatjara Lands Rights Acts 1981 is overdue. This review will need to continue the central emphasis of giving proper recognition to the role and authority of Traditional Owners.

There were a number of core issues and recommendations made in the report by Anangu Pitjantjatjara Operational Review (March 1998) by Chris Larkin & Brian Hayes QC, Executive Summary and the letter from Dodson, Bauman & Associates Pty Ltd, Letter to Minister for Aboriginal Affairs and Reconciliation – Hon Terry Roberts; 15 August, 2002; Tabled Legislative Council 29 August, 2002.

There have been significant changes in relation to Land Rights and Native Title recognition since 1981 and the PYLC legislative responsibilities, functions and role needs to be defined in relation to the lands, traditional owners and the organisations that deliver services on PY lands.

It has been difficult to develop a strategic and operational plan for an organisation where its legislative responsibilities, functions and role are to be defined by an Act that is waiting to be reviewed.

15.0 ROLLING THUNDER CONSULTANCY

The Rolling Thunder consultancy facilitated and collated responses from communities across the Freehold Lands regarding possible changes to the Constitution of Anangu Pitjantjatjara undertaken by Bill Davis from August – September 2002.

The following responses were summarized in a Consultancy Report dated 11th September 2002.

Executive Representation

Anangu unanimously declared that communities who have achieved 'full size' status deserve their own executive member. This was seen as the best way for the interests of the community to be represented at an executive level and the best way for Anangu Pitjantjatjara to be represented at a community level.

Election of Executive

Anangu showed support for the system of voting used in bush polling at Government and ATSIC elections. This would require an organised nomination system for candidates, an electoral team, a traveling booth, photo ID' per candidate, success to candidate with most marble votes.

Election of Chairperson

The Chair to be chosen by the Executive. This was seen as a direct line of accountability between the Chairman and Executive and community.

Accountability of Executive

That the flow and control of information is the critical factor in accountability. That Executive meetings be broadcast live to all communities to ensure active representation and direct accountability.

Term of Office of Executive

Indulkana and Mimili preferred a one year term.

Fregon thought three year term with probation- control.

Pukatja, Kenmore and Amata thought three year term with executive training.

Nyapari, Kanpi, Ankatja, Pipalyatjara, Kalka, Wataru thought three year, one year training and probation.

Yankunyatjara

Including Yankunyatjara in the title of the Act and the name of the landholding body was overwhelmingly supported. PYLC is the most popular acronym.

16.0 COMMUNITIES & HOMELANDS

Objective

The long term aim of the community is to build strong families to improve their ability to participate and control their cultural, social, environmental, educational and economic well being.

Communities and Homelands have been at the coal face of coping with the complexities of cultural identity, language, heritage protection, political, social, health, community safety, education, housing, remote locality, communications, accessibility, essential services, infrastructure, access to resources and economic development as competing factors to finding a balance for a sustainable quality of life for all who live on the Pitjantjatjara Yankunytjatjara lands.

There needs to be a concentrated effort to support MSO's at the community level in relation to

- ☐ Contract specialist Community Development facilitators to work closely with MSO's and the families at the community and homeland level to develop project orientated goals for Anangu;
- ☐ Ensuring that the skills that are required to performing the position continue to be developed and supported (relief MSO's) across the PY lands;
- ☐ Organise regular network meetings for the MSO's to exchange idea's and experience with one another;
- ☐ Develop an career development strategy for Anangu to undertake administrative cadetships with MSO's; and
- ☐ Standard policies developed at the community level to allow Anangu to move from community to community.

Building Strong Families and Strong Communities will only be successful when the families participate in the developing community development models that are suitable to Anangu.

17.0 PY RELATED ORGANISATIONS & PROJECTS

This section is to highlight the diverse range of organisations that are delivering services to the PY Lands.

17.1 Nganampa Health Council

Nganampa Health is legally part of AP but is administered as a separate agency by a health committee. The committee comprises Anangu health workers and other Anangu elected at an annual meeting.¹⁴

Nganampa Health Council is an Anangu community controlled health organisation providing comprehensive primary health care services to all people living on Anangu Pitjantjatjara Lands, situated in the far northwest of South Australia. In addition to high quality 24 hour primary clinical care, the organisation delivers a range of public health and targeted program activity, including developing aged and disability care program. Health worker training and support is a key activity. The health service has a sustained national representation for best practice clinical services, leading edge collaborative program research and development and for the collection of outcome data as a basis for ongoing evaluation and further program development.

There are six major clinics and three clinics in smaller communities plus additional Health Workers Station across the Anangu Pitjantjatjara Lands. An aged care respite centre has recently been established at Pukatja Community. The administration centre is based at Umuwa and there is also an office in Alice Springs to house finance, supply and purchasing, payroll, mail services, data entry, and as a base for program coordination.

Currently, Nganampa Health Council employs 120 staff of which 80 are Anangu.¹⁵

17.2 Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council

The Women's Council is separately incorporated tri-state agency that was formed in 1980 to provide a voice for women to participate in the land discussions then going on with the South Australian Government. (Minyma Tjuta 1990: 1) Its activities have varied over the years and it focuses on a wide variety of issues specifically relevant to women as well as the broad policy issues relating to land tenure, use and management, and is a resource, advocacy and support organisation for its members. The NPY Women's Council became separately incorporated in 1994 and continues to operate from premises at the Pitjantjatjara Council Resource Centre in Alice Springs.

17.3 Pitjantjatjara Yankunytjatjara Education Committee (PYEC)

The provision of education services on the lands is through a separately incorporated body, PYEC Inc. The Committee is made up only of Anangu members, eight being education coordinators (Anangu who work along side each of the school principals on the lands), a community

representative from each community, and any Anangu person elected at an Annual General Meeting.

PYEC (Pitjantjatjara Yankunytjatjara Education Committee) is a body of traditionally oriented people which is responsible for strategic planning and determines policy and operational procedures across the Anangu Pitjantjatjara Lands. Its membership includes an elected representative from each community, the Anangu Coordinator from each school (joint administrator working with the Principal) and an Anangu Executive Officer, known as the Director.

The schools work under joint management of the Department of Education Training and Employment and the PYEC. PYEC was granted policy control of schools in 1987 and this was followed by operational control in 1990. PYEC makes decisions about the directions of schooling. From these directions, strategic priorities are developed between PYEC and Leaders Group, which is comprised of principals, the superintendant, and other administrators. Schools are able to determine their local priorities from within these frameworks.

AES (Anangu Education Services) works in partnership with PYEC and communities to develop and implement educational programs which are Anangu friendly and at the same time meet the needs of mainstream bodies.

The most significant advancements since 1993 when AES and PYEC were formed include Anangu Coordinators taking on joint management of schools alongside DETE principals. Anangu continue to take on positions of responsibility in schooling ensuring close liaison with community members and structures, and assisting to provide schooling which is culturally appropriate.

17.4 PY Media

PY Media is a separate legal entity. PY Media provides Radio, Video Production, Internet Resource Providers, Interpreting Services and Cultural Liaison.

17.5 Ngaanyatjarra Council (Aboriginal Corporation)

The Ngaanyatjarra Council was established in 1981 with the help of Pitjantjatjara Council. This help included financial and resource assistance until Ngaanyatjarra Council could establish itself and attract funding. Although operating separately and dealing exclusively with Western Australia issues, Ngaanyatjarra Council had ready access to Pitjantjatjara Council staff such as lawyers, anthropologists, accountants and technical, horticultural and engineering staff until such time as they were able to engage their own anthropologists (1992) and mining consultants (1993).

17.6 Yankunytjatjara Council

This council was established in response to a specific threat from a group perceived as outsiders to establish themselves as the primary spokespeople for Yankunytjatjara people and in response to proposed mining activities by a group called Mama Kurunpa. (Lester 1992: 156) This council negotiates for the Yankunytjatjara Traditional Owners on Native Title issues, opal mining, pastoral leases, mining exploration and social as well as cultural matters.

17.7 Mai Wiru (Regional Stores Policy)

The goal of the Mai Wiru policy is to improve the health and well being of Anangu living on APY lands by ensuring continuous access for them to nutritious and affordable food and essential health items. For some years, Anangu at community level have been demanding action on food accessibility (including affordability) and food availability (including range and quality) in the local community stores.

Mai Wiru translates literally as 'Healthy Food' but, as Tjikalyi Colin points out, the term has grown to have a wider meaning: *Mai Wiru is not just about cooking, it is about everything. It is about knowing about healthy food and knowing how to buy it, how to look after money, write it all down, and teach the children. People say they want to learn everything about Mai Wiru.*¹⁶

This regional stores policy and associated regulations applies to the operations of all public food outlets on the APY Lands, including:

- ☐ Community stores
- ☐ Takeaway food outlets, including snack foods and pre-prepared foods sold at school canteens, football and sporting carnivals and other community events;
- ☐ Food prepared in programs such as Home and Community Care (HACC), aged care programs, and disability service programs.

APY Lands have a population of 3000 people living in seven municipalities and up to 50 occupied homelands. At the time of writing, there are six stores in the larger towns of:

- ☐ Iwantja (Indulkana) which also services Railway Bore and other homelands
- ☐ Mimili store servicing Mimili and homelands
- ☐ Kaljiti (Fregon) servicing Irintata and homelands
- ☐ Pukatja (Ernabella) also servicing Anilalya and other homelands
- ☐ Amata servicing Tjurma homelands and others
- ☐ Pipalyatjara store also servicing Kalka and other homelands' residents

There are five smaller stores. The two largest of these are Watarru and Kanpi (also servicing Murputja Homelands). The other three are Yunyarinyi (Kenmore), Kalka and Watinuma.

17.8 Remote Transaction Centers (RTC) Business Plan

The Department of Health and Ageing has provided the funding to contract a consultant to write a fully costed and developed business plan for a network of nominated sites (up to seven sites may be nominated) that would comprise an RTC network on the PY Lands. Start date early June 2003.

The Consultant is expected to

- ☐ Effectively liaise with the communities that will host RTC nominated sites;
- ☐ Effectively liaise with Commonwealth and State and non-government agencies to explore and develop their participation in an RTC enterprise on the AP Lands and to engage them in the planning and preparation of an RTC funding submission to DoTARS;

¹⁶ Tregenza John (Kutjara Consultants) & Rainow Stephan (Nganampa Health), Mai Wiru Regional

- ❑ Develop and prepare the required business plans and applications documents as required by DoTARS;
- ❑ Engage effectively with all relevant stakeholders in the preparation of the above, in particular according priority consideration to Anangu desires to improve access to mainstream services including regulated financial and banking services;
- ❑ Develop and prepare business plans that accord high priority to employment and training opportunities for Anangu together with potential commercial and enterprise opportunities that may arise with the development of an RTC network on the AP Lands.

18.0 UMUWA

Objective

Government has to undertake a major review of the infrastructure, housing, accommodation and office needs of Umuwa. The lack of housing, accommodation and office space in Umuwa has a direct impact on attracting staff and limits the opportunity for Anangu to take up employment and training opportunities at Umuwa.

Umuwa is not identified as an Aboriginal Community, by the Aboriginal Housing Unit, ATSIC and DoSAA as an Aboriginal Community which restricts the availability obtaining funds.

Umuwa has an ever increasing role to play as a regional base for many Municipal Services/essential services and housing services. This has improved efficiency and saved much in duplicating projects and programs across the many small towns and homelands on the PY Lands.

The income collected from staff housing and office rental income, and the Visitors Quarters is not enough to cover all aspects of running a small town, such as¹⁷:-

- ☐ Maintenance to water supply
- ☐ Maintenance to electrical reticulation
- ☐ Maintenance to septic tanks
- ☐ Maintenance and dust control – internal roads
- ☐ Maintenance to Airstrip
- ☐ Landscaping
- ☐ Maintenance and cleaning of Office buildings
- ☐ Maintenance and cleaning of the Visitors Quarters
- ☐ Maintenance to rental housing
- ☐ Maintenance and cleaning of the works depot.
- ☐ Maintenance of the TV/Radio Reception-Transmission equipment
- ☐ Future town planning and preparation of developed building sites
- ☐ Street lighting

18.1 APY Office on the Lands - Background Information (Information from Home Page)

Pitjantjatjara and Yankunytjatjara people were single minded about re-locating their administration from the Resource Centre in Alice Springs to a location on the Lands. Finding a site became a very important issue and eventually everybody agreed to it being located at the geographical centre of the Lands. This decision was pursued vigorously and cost estimates were drafted for an office complex and associated housing to be built near Yurangka, which was a homeland on the Fregon to Amata road. Applications for funding were rejected on the grounds of

the site being remote from the services of major communities, namely Amata, Fregon and Ernabella. Another reason was that road access to the site from major communities was subject to flooding after heavy rains, rendering it inaccessible for many months.

Anangu Pitjantjatjara then considered basing itself closer to one of the major communities. A site south of Amata and east of the old airstrip was considered, however this site may have conflicted with traditional sites in the area. Choosing a site near Fregon was an alternative, however there were real problems associated with relying on the services of power and water from this community.

The process of finding a suitable site took many years. Finally a site was chosen between Ernabella and Fregon on the southern side of the Musgrave Ranges and a few kilometers west of the main road. Advisors from the Projects section of Pitjantjatjara Council surveyed the area for a suitable water supply and two successful bores were drilled in 1988.

In October 1988, the director of Anangu Pitjantjatjara with advisors from Projects and Land Management, selected the site at Umuwa to be developed as the Anangu Pitjantjatjara Office on the Lands. The site was originally called Pututja, however this conflicted with the name of a nearby homeland. Hence the name Pututja was replaced with Umuwa soon after the development began

Design Parameters

In concept, the Anangu Pitjantjatjara Office on the Lands at Umuwa was to be a resource centre and not a community. Aboriginal directors and their staff would be based there, including the regional staff of the Nganampa Health Council. Once it became known that Anangu Pitjantjatjara was building a regional centre at Umuwa, many others including government departments were hoping to take up residence there, rather than in towns like Marla, which is off the Lands. It was essential that the functions of Anangu Pitjantjatjara not be diminished in any way. The centre was never designed to be large, because the AP administration and service divisions were created to serve Pitjantjatjara and Yankunytjatjara communities, rather than service a small township at Umuwa. Water resources were also limited as was the original power supply.

The design of the facilities at Umuwa provided an opportunity to use the best ideas resulting from many years of experience gained across the Lands. Some of these ideas were:

1. Roads.

- Crowning and surfacing of access roads, allowing use in all weather conditions.
- Access roads to Umuwa from the main road were built on high ground, avoiding low swampy areas.
- The approaches of the access roads were orientated so the dust produced from them, would be blown away from the complex and not infiltrate buildings and houses. This was a critical part of the design.
- Service roads to bores and the rubbish dump were kept to a minimum rather than allowed to proliferate across the countryside ruining the environment.
- All roads and buildings were built in relationship to existing vegetation.

2. Housing and Buildings

- Correct orientation of buildings for cooling was used.
- Buildings and houses were designed to meet UPK standards (Uwankara Palyanyku Kanyintjaku standards, Dec.1987).
- Houses and buildings were built above the ground (minimum of 45 cm) to eliminate the entry of dirt and dust from foot traffic and ground breezes as well as the entry of storm water.

3. Essential Services:

- The water reticulation system was designed and installed so it could be easily accessed for repairs, maintenance and extension.
- The tank site on the hill was chosen for ease of management as well as space for additional tanks.
- The power supply chosen was a diesel/battery system, which had a low noise impact on the residents. Power reticulation was underground thus retaining the ascetics of the environment.
- One of the two bores was equipped with a solar powered pump, thus reducing the need for servicing and usage of extra diesel fuel.

4. Land Use:

- The industrial and office areas were designed to be the first stopping points for visitors, because these were the most frequented areas. The housing area was designed to be behind the office and industrial areas, making it more private and separated from the more public areas.
- Good storm water and dust management programs were implemented.
- Good security and privacy areas were established for the housing area, the industrial complex and the office complex.
- Sufficient space for expansion was allowed within each development site as well as adjacent to the Umuwa complex.
- Good vegetation buffer zones were built into the overall complex.
- Appropriately sized car parks with relevant overflow areas.
- A site was designed at the 15 mile crossing on Ernabella creek for large meetings and overnight camping.
- All landscape work was designed as minimal care, providing a suitable working and living environment for Anangu and their staff. One of the goals of the work was to minimise the infiltration of dust into buildings and houses.
- A camping area was set aside in the valley west of Umuwa.

5. Industrial Area:

An industrial yard was also designed for Umuwa, which included a small shed for the power supply, storage areas including facilities for Pitjantjatjara Council Projects and a garage capable of servicing graders and road building machinery. If pressures on the garage increased beyond those created by the functions of Anangu Pitjantjatjara, a roadhouse was the planned solution. It was to be built on the main Ernabella to Fregon road and would supply a number of services like those supplied by the Ngaanyatjarra owned roadhouses on the Ngaanyatjarra Lands. A roadhouse would be a separate entity and geographically separate from Umuwa, thus reducing the pressure

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APPENDIX ONE

WORKSHOP DIAGRAMS

- 1. PY PRIORITIES**
- 2. CORE STRATEGIC DIRECTIONS**
- 3. NEW DIRECTION**

PITJANTJATJARA YANKUNYTJATJARA PRIORITIES

PRIORITIES CENTRAL TO CHANGING ALL TIER TWO LEVEL CATEGORIES

REVIEW OF ACT

- ☐ AP Organisation structure and role
- ☐ Respect Traditional Owners rights
- ☐ Strengthen By Laws
- ☐ Maintain Law & Culture

RESOURCES

- ☐ Provide adequate and sustainable funding
- ☐ Community and Homeland Infrastructure:
 - ✓ Housing
 - ✓ Water
 - ✓ Sewerage
 - ✓ Power
- ☐ Transport Infrastructure:
 - ✓ Bitumen Roads
 - ✓ Public Transport
 - ✓ Airline Subsidy

HUMAN SERVICES

- Youth Issues
- Housing
- Sports & Recreation
- Health
- Aged Care
- Mai Wiru Stores Policy

ECONOMIC DEVELOPMENT

- Employment
- Arts & Crafts
- Mining
- Build an economic base
- Sponsorship for Heritage Programs

PETROL SNIFFING TASK FORCE

- Substance Misuse
- Strengthened By Laws

COMMUNITY SAFETY

- Strengthened By Laws
- Alternative Sentencing Strategies

EDUCATION & TRAINING

- Education
- Funding for Education
- Training
- Employment
- Cultural Education

PITJANTJATJARA YANKUNTJATJARA LAND COUNCIL

CORE STRATEGIC DIRECTIONS

LAND

To protect through
Legislation and policy.

- Traditional Owner rights
- Protection of culture
- Protection of language
- Protection of heritage
- Protection of Environment
- Manage access through
permit system

LOCAL GOVERNMENT

Delivery of Local
Government and
Essential Services.

- Power
- Water
- Sewage
- Roads
- Airports
- Housing

ECONOMIC DEVELOPMENT

Build an Economic
Base for Anangu

- Business Support Unit
- Mining
- Tourism
- Property Management
- Accounting &
Legal Services for
other organisations
- Bulk Purchasing

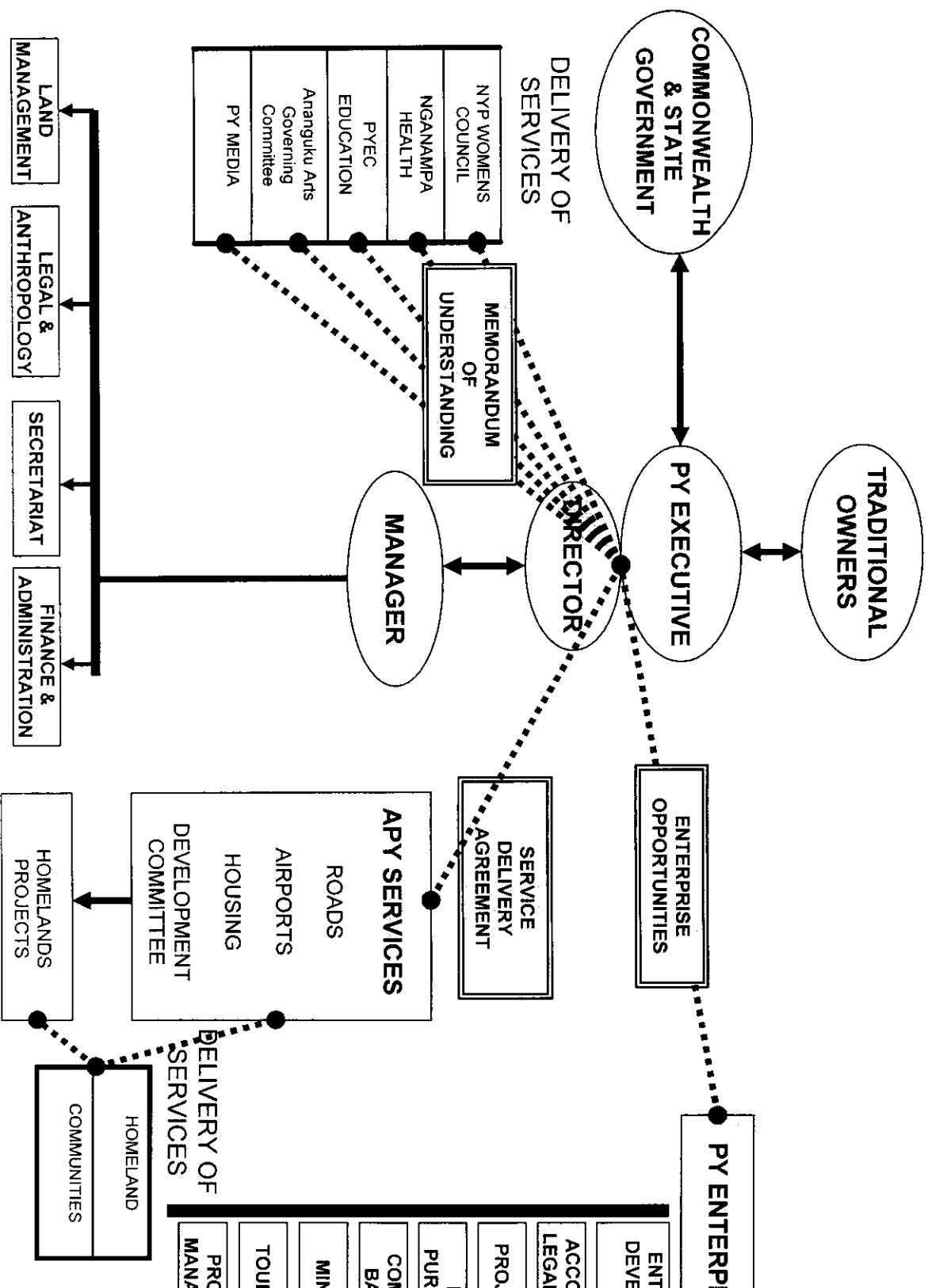
BUILDING PARTNERSHIPS WITH GOVERNMENT & PY ORGANISATIONS

Working together with
Government &
PY organisations for
the delivery of service

- APLIICC
- Tier One & Tier Two
Inter- Government
Committee
- Peter Buckskin**
- Whole of Government
(Commonwealth)
- Jane Halton**
- Memorandum of Understand
Agreements with
PY Organisations

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graph TD
    TO([TRADITIONAL OWNERS]) <--> PE([PY EXECUTIVE])
    PE <--> CSG([COMMONWEALTH & STATE GOVERNMENT])
    PE --> D([DIRECTOR])
    D <--> M([MANAGER])
    M --> DSS[DELIVERY OF SERVICES]
    DSS --> NWC[NYP WOMENS COUNCIL]
    DSS --> NH[NGANAMPA HEALTH]
    DSS --> PYEC[PYEC]
    DSS --> ED[EDUCATION]
    DSS --> AAC[Ananguku Arts Governing Committee]
    DSS --> PYM[PY MEDIA]
    D --> SDA[SERVICE DELIVERY AGREEMENT]
    SDA --> APS[APY SERVICES]
    APS --> RS[ROADS]
    APS --> AP[AIRPORTS]
    APS --> H[HOUSING]
    APS --> DC[DEVELOPMENT COMMITTEE]
    DC --> HP[HOMELANDS PROJECTS]
    PE --> EO[ENTERPRISE OPPORTUNITIES]
    EO --> PE2[PY ENTERPRISE]
    PE2 --> DSS2[DELIVERY OF SERVICES]
    DSS2 --> HL[HOMELAND]
    DSS2 --> C[COMMUNITIES]
    PE --> L[LAND MANAGEMENT]
    PE --> LA[LEGAL & ANTHROPOLOGY]
    PE --> S[SECRETARIAT]
    PE --> FA[FINANCE & ADMINISTRATION]
  
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APPENDIX TWO

WORKSHOP BACKGROUND INFORMATION

- 1.ANANGU PRIORITIES - ADELAIDE**
- 2.ANANGU PRESENTATIONS – ADELAIDE**
- 3.LETTER OF INTENT POINTS – ADELAIDE**
- 4.GROUP WORKSHOP PRESENTATIONS – ALICE
SPRINGS**

Anangu Priorities from Adelaide Workshop

The delegates at the Adelaide workshop listed the priorities for Anangu

REVIEW OF ACT	RESOURCES
<ul style="list-style-type: none"> <input type="checkbox"/> AP Organisation structure and role <input type="checkbox"/> Respect Traditional Owners rights <input type="checkbox"/> Strengthen By Laws <input type="checkbox"/> Maintain Law & Culture 	<ul style="list-style-type: none"> <input type="checkbox"/> Provide adequate and sustainable funding <input type="checkbox"/> Community and Homeland Infrastructure: <ul style="list-style-type: none"> ✓ Housing ✓ Water ✓ Sewerage ✓ Power <input type="checkbox"/> Transport Infrastructure: <ul style="list-style-type: none"> ✓ Bitumen Roads ✓ Public Transport ✓ Airline Subsidy

PETROL SNIFFING TASK FORCE <ul style="list-style-type: none"> ➤ Substance Misuse ➤ Strengthened By Laws 	COMMUNITY SAFETY <ul style="list-style-type: none"> ➤ Strengthened By Laws ➤ Alternative Sentencing Strategies 	ARTS & CULTURE <ul style="list-style-type: none"> ➤ Language ➤ Heritage ➤ Economic Development
HUMAN SERVICES <ul style="list-style-type: none"> ➤ Youth Issues ➤ Housing ➤ Sports & Recreation ➤ Health ➤ Aged Care ➤ Mai Wiru Stores Policy 	EDUCATION & TRAINING <ul style="list-style-type: none"> ➤ Education ➤ Funding for Education ➤ Training ➤ Employment ➤ Cultural Education 	ECONOMIC DEVELOPMENT <ul style="list-style-type: none"> ➤ Employment ➤ Arts & Crafts ➤ Mining ➤ Build an economic base ➤ Sponsorship for Heritage Programs

Anangu Presentation Topics Day 4 – Adelaide Workshop

Day Four was orientated towards Anangu presentations to SA Government Ministers, Chief Executives, ATSIC Commissioner and ATSIC representatives. At the conclusion of the day the Statement of Intent was signed by representatives of the Pitjantjatjara Yankunytjatjara Land Council and the South Australian Government.

The following Presentation were given

‘Working Together For Our Future’

Overview - Gary Lewis

1. Land and Culture - Murray George and Leonard Burton
2. Petrol Sniffing - Nura Ward and Mrs. Mantatjara Wilson
3. Education and Training – Makinti Minutjukur and Mrs. Mantatjara Wilson
4. Women’s Issues - Muyuru
5. Community Safety - Yangki Smith
6. Youth - Joseph Tapaya

Ministers Present

Jane Lomax-Smith	Minister for Tourism Science and Information Economy Employment, Training and Further Education
Paul Holloway	Minister for Mineral Resources Development Agriculture, Food and Fisheries
Terry Roberts	Minister for Aboriginal Affairs and Reconciliation Correctional Services Minister assisting the Minister for Environment and Conservation

Chief Executives Present on Day 4

Randall Ashbourne	Senior Advisor to the Premier
Kate Lennon	CE Justice
Graham Foreman	CE DAIS
Peter Buckskin	CE DoSAA
Jim Hallion	CE PIRSA

Letter of Intent

The Letter of Intent was signed at the Adelaide Workshop between Terry Roberts – Minister for Aboriginal Affairs and reconciliation and Gary Lewis – Chairman Pitjantjatjara Yankunytjatjara Land Council on the 24th January 2003.

The PY Executive and the State Government have agreed to work together with the values of openness and honesty as a key to the working relationship and as equal partners to ensure this is done. We pledge to work towards a Memorandum of Understanding (MOU) that will be signed by the two agencies and will outline the working relationships needed to best meet this outcome.

Immediate priorities as identified by PY Executive

Petrol Sniffing Inquest:

- Implement Recommendations

Health

- Mai Wiru (Stores Policy)
- Review of the delivery of services to people with disabilities on the Anangu Pitjantjatjara Lands

Lore and Culture

- Preservation and protection of culture

Infrastructure

- Housing
- Essential services
- Roads
- Airstrips

Economic Development

- Mining
- Tourism
- Arts and Craft

It is intended that the Memorandum of Understanding will be signed by representatives of the Commonwealth & State Governments, ATSIC and Anangu Pitjantjatjara Executive in the near future.

Alice Springs Workshop Presentations

The participants broke into workshop groups and presented the following information back to the forum. It was agreed that there needed to be more discussion in relation to developing an appropriate Anangu network model (sub committee).

LOOKING AFTER COUNTRY

1. Name –Tjilpi - Pampa?
2. Better Service from State & Federal Govt.
3. Incorporation
4. Look at other areas for funding
5. Funding Split equally to communities
6. Funding for Tjilpi and Pampa to teach the young
7. Tjilpi & Pampa working together on the subcommittee
8. Two people from Tjilpi - Pampa on new subcommittee
9. Six Tjilpi six Pampa at the moment on our committee

HOMELAND GROUP

Communication	→	←
Subcommittee needs two reps from the Homelands		
To voice the needs – one strong voice		
Prioritise needs		
Setup Committee before meeting		
ATSIC Rep to come to meetings of subcommittee		
Where & When Meeting?		
Needs		
1. Transport/ Kids Schools		
2. Health Services not visiting Homelands		
3. Water Supply		
4. Power Supply		
5. Housing/ New Housing for Homelands		
Rent from Centrelink Patrons	more \$rent = more \$housing repairs	

COMMUNITIES

1. Subcommittee – WIYA! (No)
2. Each Executive Member has a portfolio (job) to work with other interest groups eg Indulkana – Sport & Rec Amata - Law & Culture Wataru - Education
Executive look at all boxes
3. Executive – 3 year term and more members – 2 or 4 more
4. Executive – paid positions (money to come from smaller more efficient administration)

NPY WOMENS COUNCIL

SUBCOMMITTEE 'NEW WAY'
1. The subcommittee needs a new name which reflects its role better, for instance Tjungo working group /team or Program Committee or something along those lines
2. Two Representatives from each organisation to go onto the new subcommittee
3. The elected chair of the subcommittee should be elected by the new subcommittee, and <u>not</u> be the AP Chairman.
4. A member (1) from the PY Executive to be on the new subcommittee to feed information from the subcommittee to the PY Executive
5. The PY Executive member must be willing to support the new subcommittee
6. The Commonwealth Government should have a direct line to the PY Executive, and not have to go through the SA Government.
7. Each organisation should be able to apply for funds in their own right because NPYWC, Nganampa Health, PY Media, Communities, some Homelands are separately incorporated
<i>But we support coming together and knowing what we are all doing on any particular issue</i>
8. Why is PY Land Council on the subcommittee when it is already in the Executive?
9. Remove HUMAN SERVICES from AP because the organisations are already dealing with it, and AP will already have enough on its plate with the new structure.
HUMAN SERVICES are already being delivered by <ul style="list-style-type: none"> o Nganampa o NPYWC o Communities o Homelands o Arts & Crafts Centres
11. Develop a MOU with PY Executive and the 'subcommittee'