



Anindilyakwa Land Council

Strategic Plan 2023-33

(January 2024)



Acronyms:

ABA	Aboriginal Benefits Account
ALC	Anindilyakwa Land Council
ALRA	Aboriginal Land Rights (Northern Territory) Act 1976
APO NT	Aboriginal Peak Organisations NT
ARAC	Anindilyakwa Royalties Aboriginal Corporation
ASC	Aboriginal Sea Company
EARC	East Arnhem Regional Council
GAAC	Groote Aqua Aboriginal Corporation
GEBIPCAC	Groote Eylandt Bickerton Island Primary College Aboriginal Corporation
GEESC	Groote Eylandt Executive Steering Committee
IPA	Indigenous Protected Area
LDMA	Local Decision Making Agreement (Groote Archipelago)
NT	Northern Territory
NTAIC	Northern Territory Aboriginal Investment Corporation
PGPA Act	Public Governance, Performance and Accountability Act 2015
TO	Traditional Owner of the Groote Archipelago



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1. Strategic Plan 2023-33 Overview

This is the updated Strategic Plan covering the period 2023-33 that the ALC has developed for the Groote Archipelago. It presents the vision/purpose, goals, desired outcomes and planned actions that building upon the previous Strategic Plan 2012-2027. The Strategic Plan 2023-33 was prepared by drawing from documents detailing priorities of TOs and the aspirations they have communicated during extensive consultations and feedback received through a number of forums and processes including the establishment of the Local Decision Making Agreement and Implementation Plans, Mine Closure consultations, the Social Indicators Report prepared by ANU (2022), and a range of other community consultation processes and reports produced representing the priorities and interests of TOs of the Groote Archipelago. The ALC Accountable Authority (CEO and Chair), the ALC Board representing the 14 clans of the Groote Archipelago, Managers and key personnel with community facing roles have maintained relationships with TOs in community and have provided feedback into the Strategic Plan 2023-33. The ALC will use this Strategic Plan as a living document that will be updated to reflect the

focus of the ALC that will be informed by ongoing consultation and collaboration with TOs and other stakeholders. The Strategic Plan is a planning tool to capture, organise and track the goals, desired outcomes and actions. It does not approve decisions or make agreements. The Strategic Plan 2023- 33 is an important reference to support the ALC Board in decision making on the distribution of mining royalty monies into priority areas.

The ALC acknowledges that systemic, intergenerational and embedded change takes time and dedicated focus. The vision/purpose defined in the 15 Year Strategic Plan 2012-2027 plan continues to be relevant and is re-stated below. Many of the goals, outcomes and actions that were sought and pursued under the 15 Year Strategic Plan 2012-27 have been referred to within the Strategic Plan 2023-33, and continue to be prioritised areas of focus and action. The Strategic Plan is organised across a broad range of focus areas. The ALC's role across the various focus areas varies from having direct control of the activity or programs delivered by the ALC's departments, to focus areas in which the ALC's role is to advocate and provide support to Aboriginal Corporations and to collaborate



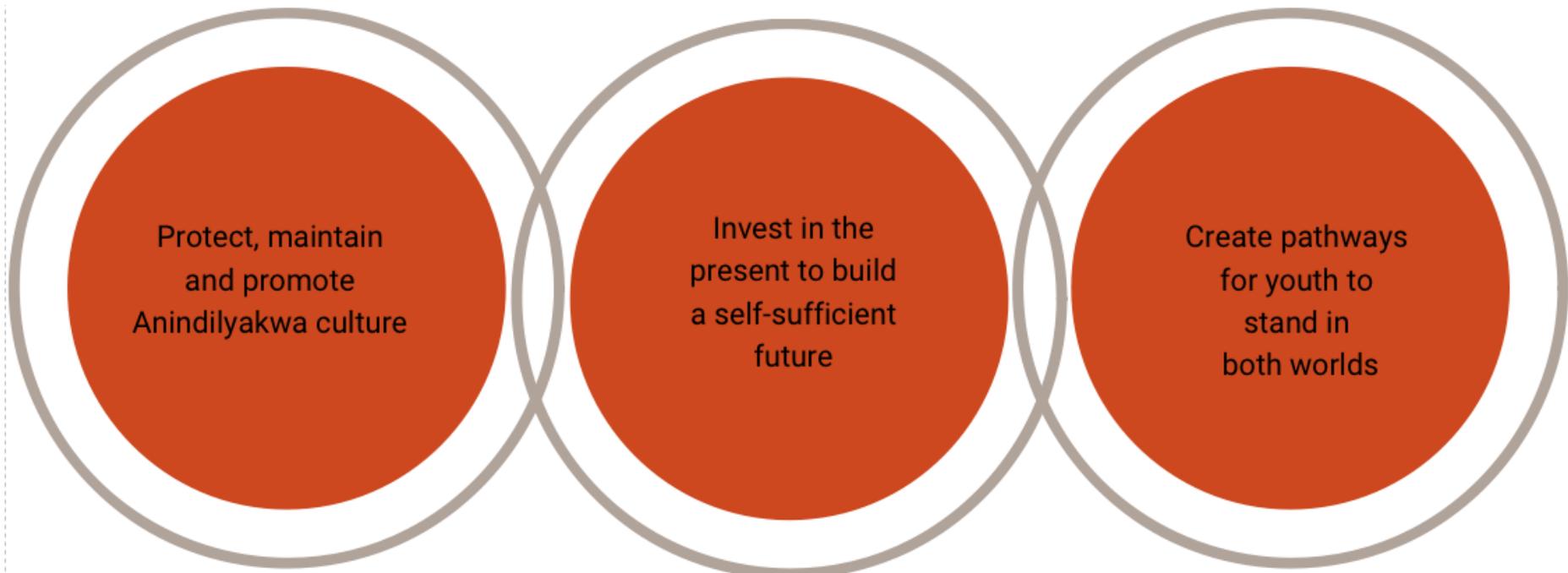
with stakeholders to pursue the priorities expressed by TOs. The ALC builds and maintains relationships with key stakeholders to support the delivery of the Strategic Plan. By taking a strategic holistic perspective captured within the Strategic Plan 2023-33 the ALC enhances the administration and decision making relating to the distribution of ALRA S64(3) royalty monies which forms a significant

function of the ALC. The Strategic Plan 2023-33 seeks to maximise the economic opportunities available while mining is taking place on the Groote Archipelago by resource companies South32 and Winchelsea Mining Pty Ltd, and to utilise the royalties received to stimulate and grow a diversified, culturally informed, and environmentally sustainable post-mining economy.



2.Purpose

The ALC is a future forward Land Council, highly geared to enable TOs to take full advantage of the opportunities and technologies available, while simultaneously preserving land, sea, language and culture. The Strategic Plan 2023-33 is grounded in the vision and values of the 14 clans of the Grootte Archipelago.





3. The Hybrid Economy

What is taking place on the Groote Archipelago, led by TO's vision and values for the future economy, can be framed using the conceptualisation that Professor Jon Altman termed the Hybrid Economy (Hewitt, 2021). Altman's model, (Altman, 2005) contemplates that remote indigenous communities provide the setting for developing its own style of a Hybrid Economy, with the same principle as shown in figure 1 on page 9. The diagram shows that to the conventional two sector conceptualisation of the economy (market/private and state/public), Altman adds a third, the customary sector (Russell 2009). "The customary sector is constituted of non-monetised activities such as fishing, hunting and gathering, that emerge from and reaffirm dynamic Indigenous connections to country and ways of being" (Russell 2011). For Altman, the customary economy is central to sustainable livelihoods on Indigenous land (Russell 2011). The customary sector is founded on innate assets

owned by First Nations peoples and practices that have occurred over thousands of years. The circle depicting 'the state' represents government investment driven by policy settings to address Indigenous disadvantage. The 'state' in the context of the Groote Archipelago also refers to government services such as education and health. 'The market' represents private sector demand to purchase and invest in the assets of the land, sea and people. Altman argues that the intersections of the customary, state and market sectors represents the 'sweet spot' of a Hybrid Economy where all three sectors converge (represented by the blue outline in figure 1 on page 9). Altman states that this is where most productive activity occurs in regional and remote Aboriginal communities (Russell 2011).



Figure 1

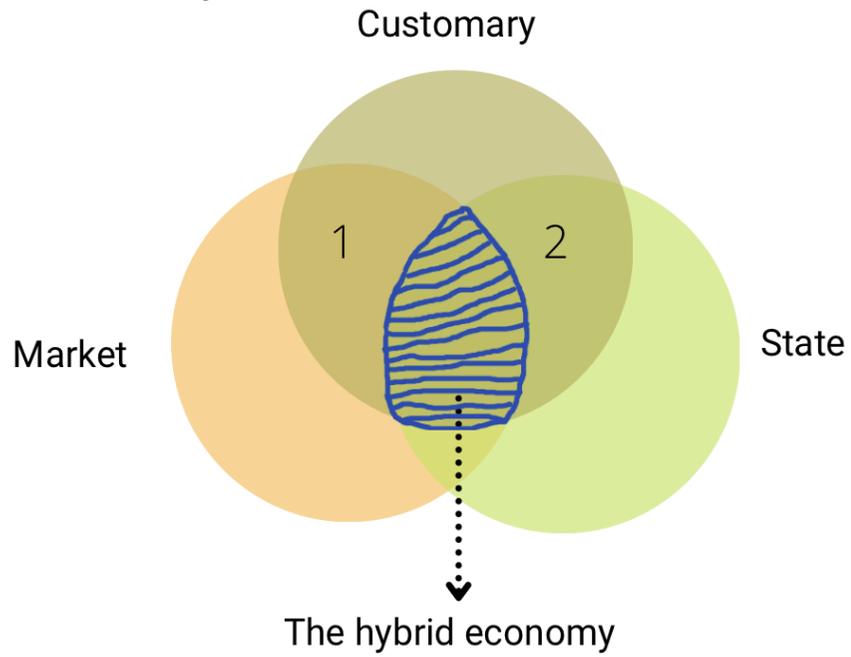
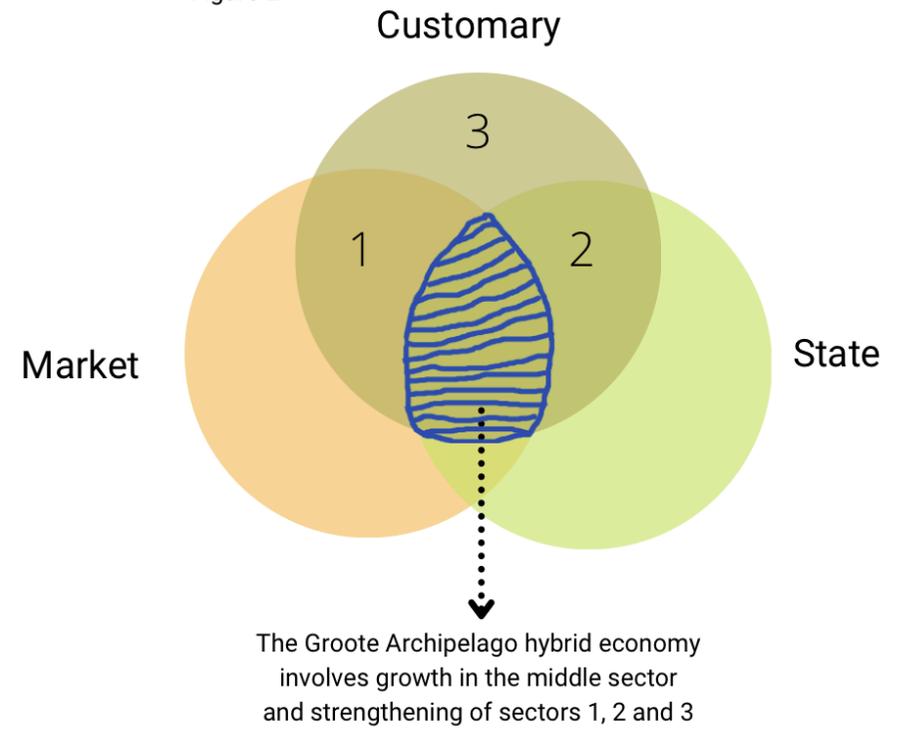


Figure 2





3-01 Culture and the Economy on the Groote Archipelago

Over the past 10 years, steady and focussed investment has occurred to substantially grow the ‘sweet spot’ of the hybrid economy on the Groote Archipelago and for culture to inform the growth of the market sector, and the investment and delivery of services by the state sector. The main source of employment growth over the past decade has been via the various service and development arms of the ALC (ANU, 2022). Compared to a total of 40 TO employees in 2013, the ALC employs 77 in 2022 (ANU 2022). On the Groote Archipelago there is growing prevalence of vibrant and productive activities that are led by TOs and that demonstrates a convergence of the sectors. There are several factors that have supported the growth of the hybrid economy and the convergency of sector 1 and 2 on the Groote Archipelago as depicted in figure 2 on page 9.



These factors include:

- The defining and implementation of the Groote Archipelago agenda in the Strategic Plan 2012-2027 (and subsequent Future Groote Plans facilitated by Social Ventures Australia (SVA, 2019)) and the LDMA that captured the aspirations and goals of the TOs and that acts as a point of focus to support the pursuit of a range of outcomes.
- A growing and strengthened representation of TO men and women who are actively involved in the business of the Anindilyakwa Land Council, the Aboriginal Corporations, the traditionally government delivered services and the community-led entities that have been established as part of the Local Decision Making Agreement with the NT Government;
- TOs asserting control of all matters that impact their communities and being at the helm of setting the foundations for their future.
- An acknowledgement and broadly held view that the mining in the region would not and should not last forever. That if mining were



to take place that ventures would be majority owned by TOs and established on terms set by TOs.

- The establishment of robust governance practices, which involves collective decision making by the ALC Board, that channels monies derived from mining productivity in the region into prioritised activities and initiatives.
- A policy environment that has seen governments at all levels increasingly willing to put control over the Groote Archipelago into the hands of the TOs not just through collaboration but in more meaningful ways that is changing the system and structures previously imposed on the Groote Archipelago.

The region is under transformation and the next 10 years is crucial for embedding the change to achieve what TOs of the Groote Archipelago have envisioned. Within the Groote Archipelago context, TOs have embraced ownership and control over mainstream services which in due course will substantially underpin its economy and sovereignty.

In 2013 the ALC commissioned the construction of three Cultural Centres in Angurugu, Umbakumba and Milyakburra, funded by a grant from the Australian Government's Aboriginals Benefit Account (ABA)

Grants Program. The Cultural Centre's programs are funded by royalty monies administered by the ALC and include language protection, broadcasting and multimedia, men's and women's art, the manufacture of traditional objects and music production. Anthropology is also a core function of the ALC funded under *ALRA*. Other royalty supported enterprises include the sale of arts and crafts, the establishment of an aquaculture industry, bush medicine and the manufacture of cosmetics from traditional plants. Within a few years of the establishment of the Cultural Centres, the employment of TOs across these cultural programs has increased exponentially. The Preserving Culture Unit of the ALC which runs the Cultural Centre programs is predominantly made up of TO employees (72% in June 2022). Men and women on the Groote Archipelago practice the art of painting, weaving and wood carving. These and other activities are grounded in cultural practices that are thousands of years old through the way the materials are sourced, fashioned and used; and provides ways to express culture and stories through artefacts, music, songs, dance, and production of bush medicine products. Some of these works are sold commercially to market, enabling culture to be shared. TO's are able to earn an income from these culturally bound activities



to sustain their wellbeing, while maintaining a practiced connection to their ancient culture. These are examples of the growth of the hybrid economy and sector 1 of Figure 2 on page 9.

The convergence of the customary with the state has also been observed in the establishment of the landmark Groote Archipelago Local Decision Making Agreement (LDMA) signed in 2019 by the ALC and the NT Government. The LDMA identifies services that have been historically delivered by the NT Government, and that TOs have requested be transferred to Anindilyakwa-controlled entities. The six current focus areas are housing, economic development, education, law, justice and rehabilitation, health and wellbeing, and local government. LDMA Implementation Plans (LDMA IP) agreed to by the ALC, NT Government and relevant stakeholders set out the desired outcomes and the required steps to transition control of decision making and service delivery to the Anindilyakwa people through community-controlled organisations. For example the Education LDMA IP has led to the creation of Groote Eylandt Bickerton Island Primary College Aboriginal Corporation (GEBIPCAC), an Anindilyakwa-controlled entity establish to set up the Independent Boarding School

for primary students and a bilingual curriculum for all the Anindilyakwa community schools on the Groote Archipelago. The bilingual curriculum which has been developed includes a program to train Anindilyakwa people to teach children how to read and write in Anindilyakwa. The outcome sought is a culturally informed education system on the Groote Archipelago led by TOs and embraced by families as an important part of a child's upbringing. It is further providing workforce participation opportunities for TOs that supports the preservation of the Anindilyakwa language and culture. This is depicted in sector 2 of Figure 2, on page 9.

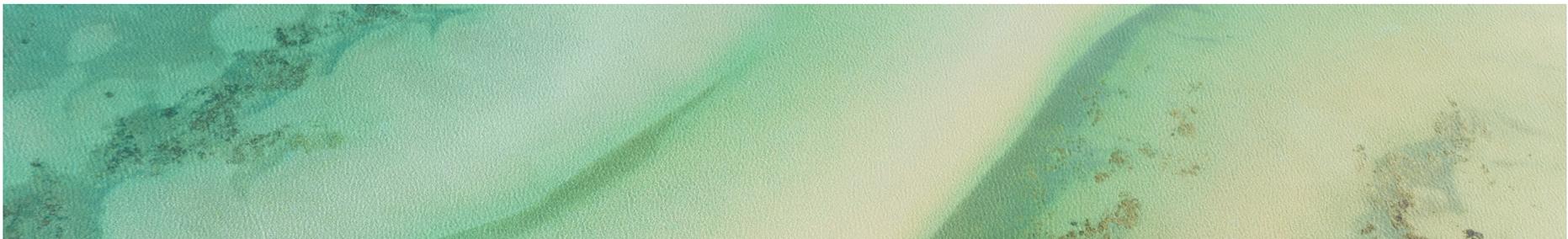
The future Groote Archipelago economy has also been depicted through the twin stream model presented in the 15 Year Strategic Plan 2012-27 and subsequent other strategic documents including Invested in Our Future (GHAC and ALC, 2022). The model sets out two prominent economic streams on the Groote Archipelago. One stream relates to essential services and the other to cultural enterprises. The model presents intergenerational opportunities to participate in the learning and delivery of both mainstream economic activities and traditional cultural practices. The twin stream economy



also pursues the integration of cultural knowledge and approaches into the mainstream, and places TOs as the decision makers across both the essential services and cultural enterprises streams.

Taking in the ideas of the Hybrid Economy and the twin stream economy, there is a further nuance to the economy being established on the Groote Archipelago. The ALC recognises that there are important cultural practices that will not generate income and are not Government funded. These activities are a significant part of the Anindilyakwa culture and is of utmost value on the Groote Archipelago. These activities include the practice of ceremonies and

engagement in activities that connect TOs to their land and sea. The twin stream economy recognises TO's vision to preserve and protect culture and provides a space for these activities to be funded and to thrive without the need to justify the economic viability of the activities. These activities are represented in sector 3 of figure 2 of the Hybrid Economy (page 9). To achieve this, TOs have established investment and enterprise models that will provide support to TOs to continue the practice of cultural activities. These are discussed in detail in 6-02 Economic Development. 6-07 Protect, Maintain and Promote Culture and 6-14 Financial Analysis and Modelling.





4.Review of the Strategic Plan 2012-2027

In 2012, the ALC released the 15 Year Strategic Plan which captured the vision, mission and values of the TOs of the Groote Archipelago and set out an extensive list of actions to support the ALC and it’s stakeholders to work to the goals of the 15 Year Strategic Plan. The past ten-years have seen significant progress made across all areas of the Strategic Plan. There have also been significant developments in the macroeconomic and regional political environment that the ALC operates in, that has provided the mechanisms for achieving the 15 Year Strategic Plan. The LDMA covering six focus areas being one of the most significant developments. Others include recent amendments to the *Aboriginal Land Rights (Northern Territory) Act 1976* (ALRA) and the establishment of a number of Aboriginal-led organisations in the NT and the Groote Archipelago to unlock the economic development potential of the region.

The actions of the Strategic Plan 2012-2027 were varied in complexity and timeframe for delivery. While some actions were implemented with ease by placing the necessary resources to it others required

years of complex advocacy, negotiation and changes to embedded systems in order to achieve the outcomes sought by TOs. In total 166 actions were identified in the 15 Year Strategic Plan 2012-2027. The 15 Year Strategic Plan (2012-27) list actions under 6 six categories:

<i>Goal A:</i>	<i>Protect the Land and Sea</i>
<i>Goal B:</i>	<i>Developing Best Practice Service Delivery</i>
<i>Goal C:</i>	<i>Develop a Living Cultural Economy</i>
<i>Goal D:</i>	<i>Strengthening Community Capacity</i>
<i>Goal E:</i>	<i>Working with all Partners</i>
<i>Goal F:</i>	<i>Moving towards and Anindilyakwa Regional Authority</i>

At the time of writing, a total of 92 actions had been completed over the 10 years. There were 54 actions in progress or which are on ongoing. Seven actions continue to be relevant but are yet to be implemented. There were 13 actions that were stopped. From the 166 actions listed 88% have been completed or are in progress as at August 2022. The 15 Year Strategic Plan 2012-27 will be archived, and the Strategic Plan 2023-33 will take its place in providing the pathway to achieve the vision, mission and outcomes sought by the TOs for the Groote Archipelago



5.Principles of Achieving the Strategic Plan

The success of the Strategic Plan 2023-33 will be influenced by the extent to which the ALC successfully applies and advocates the following principles listed in figure 5-01 below throughout the implementation of the Strategic Plan.





Self-determination

- TOs are at the helm of decision making including deciding how they will be involved and participate.
- Consultation processes leads to informed decision making and proper consent.
- Community control of services is in line with TO wishes.
- Businesses operating on Groote Archipelago are majority TO owned.
- TOs are active participants as Directors, employees at all levels and primary beneficiaries.
- Decision making, ownership and participation is gender balanced.
- Culture, knowledge, employment and training opportunities are harnessed within the next generation so that youth can confidently stand in both worlds.
- Fiscal stability is achieved by the Anindilyakwa Mining Trust reaching \$650 million.

Strength- based and culturally informed

- The inherent strengths of community, culture, land and sea are used as the foundations on which the Strategic Plan 2023-33 is based.
- The design and operation of all projects and programs adopts strengths-based approaches that protects and harnesses the inherent assets of the people, culture, land and sea of the Groote Archipelago.
- A sense of pride is fostered in the next generation of the strengths of the Anindilyakwa culture and of living and being the custodians of their ancient culture, knowledge, the land and sea of the Groote Archipelago.

Partnering and Collaborating

- Organisations on the Groote Archipelago work together to meet the mutual goals prioritised by TOs.
- Partnerships are formed with experts in the fields of economic expansion domestically and internationally.
- Partners share a mutual interest in the economic and cultural prosperity of the Groote Archipelago.
- Partnerships maintain local control and ownership of Groote Archipelago interests and assets.

Future forward and Innovative

- Opportunities are pursued and action is mobilised to achieve outcomes in good time.
- Being at the forefront in the NT region for innovative solutions in the areas of economic development, education, environment and use of technology including the adoption of green technology.

Compliant and efficient

- As a corporate Commonwealth Authority, the ALC is cognisant of all legislative and reporting obligations and all requirements are met.
- Business systems and practices are continually improved and streamlined to work efficiently and to optimise resources.



- Anindilyakwa-led organisations are supported to build organisational governance, controls and practices to maximise their operating efficiency and success.

Risk assessed and managed

- Risk management is an embedded function and appropriate policies and governance framework are in place.
- Activities match the risk profile of the ALC to protect the people, environment, finances it manages while continuing to pursue innovative opportunities.
- A risk assessed and managed culture is adopted across Anindilyakwa-led organisations.

Data informed

- Groote Archipelago specific data, in line with TOs wishes, is captured and used to support informed decision making relevant to the people and region.

- Agreements and relationships are in place with external holders of Groote Archipelago data (ie Government agencies) to support the Indigenous Data sovereignty of the Groote Archipelago.
- Anindilyakwa data and knowledge is protected in compliance with relevant legislation and in line with the wishes to TOs.

Environmentally Sustainable

- All development is underpinned by leading edge sustainable development practices.
- Green technology is investigated and utilised.
- A target is set for the Groote Archipelago to reach net zero emissions.



6. Focus Areas:

The focus areas capture an array of priorities that have been identified by TO's for the Grootte Archipelago where resources and action will be directed over the next 10 years.

The first six focus areas are categorised in the same way as the Grootte Archipelago LDMA. These focus areas are Housing, Economic Development (within which major projects and significant infrastructure and asset development initiatives are covered), Education, Law, Justice and Rehabilitation, Health and Wellbeing and Local Government.

The additional focus areas are Protect, Maintain and Promote Culture, Land and Sea Management, Sustainable Futures, South32 Mining and Mine Closure, , Anindilyakwa Workforce Development

and Performance, Community Support Program, Land Use and Infrastructure, Financial Analysis and Modelling, Advocacy and Collaboration, Information Technology, Data Governance and ALC Internal Governance, Finance and Risk Management. These categories are not mutually exclusive and operate in a network of projects and programs.

To ease with reader understanding of the interconnections, cross-references will be used within the discussions. The discussion provided is not exhaustive of all the initiatives taking place on the Grootte Archipelago to support the Strategic Plan, which are carried out by a range of organisations and Aboriginal Corporations. The ALC acknowledges the important work that is taking place by other organisations and seeks to work collaboratively with all stakeholders.





6-01 Community Housing

Table 6.01.1: Baseline Documents:

Local Decision Making Agreement: Housing Implementation Plan (NT Government and ALC 2019a)
GHAP Housing Masterplan (Fulcrum Agency 2019)
AHAC Strategic Plan 2023-28 (AHAC 2022)

The housing needs of the Groote Archipelago can be categorised into two broad areas. The first category is for residential housing for Anindilyakwa families and is discussed in this section of the Strategic Plan 2023-33 and referred to as Community Housing.

The second category consists of housing to accommodate the workers required to deliver services which are primarily taken up by employees relocating from beyond the Groote Archipelago. The allocation of accommodation in this category is linked to employment. Workers accommodation is discussed in 6-02 Economic Development.

Community Housing exists primarily in the townships of Angurugu, Umbakumba and Milyakburra and the satellite communities of Little

Paradise, Four Mile, Malkala, Bartalumba Bay, Thompsons Bay, Emerald River, Salt Lake and Yenbakwa.

A single community housing provider under the Anindilyakwa Housing Aboriginal Corporation (AHAC) is providing a new system of managing housing on the Groote Archipelago, which is supported under the Housing LDMA IP signed in June 2019.

AHAC commenced operations in 2019. Their goals are defined in the AHAC Strategic Plan 2023-2028 (AHAC, 2022) as:

Table 6.01.2: AHAC Goals:

Deliver new housing to meet the needs across the Archipelago
Improve existing housing to meet the need across the Archipelago
Ensure operations are well managed
Empower local decision making and good governance
Build capacity and capability for local employment and leadership
Be financially independent and sustainable

AHAC is an example of the success of the community-controlled model under the LDMA. In the three years that AHAC has operated it has steadily grown in capacity and capability. At 30 June 2022, AHAC's workforce consisted of 60% TOs. It has gained a reputation



across the communities as a trusted organisation that will address the needs of community.

AHAC is registered under the National Regulatory System for Community Housing (NRSCH) as a tier 2 community housing provider.

AHAC has offices in Angurugu, Umbakumba and Milyakburra and facilitates a Housing Reference Group for each of these townships that has decision making responsibilities for the allocation of housing and on housing matters.

Over the next few years AHAC will be focussed on building its housing stock and concurrently building its systems and capacity to manage the full suite of community housing, while maintaining its reputation as a trusted Anindilyakwa- led organisation servicing Anindilyakwa households.

AHAC is working through the transfer of community housing which was previously held under the portfolio of other Aboriginal Corporations on the Groote Archipelago and from NT Government Public Housing. At 30 June 2022, there had been 28 houses

transferred from ARAC including 10 additional new houses constructed under the Groote Archipelago Housing Program (GAHP). From the 28 houses transferred from ARAC 18 are in satellite communities, of these 13 were completed under the 'pilot housing program' (10 in Malkala and one each in Little Paradise, Bartalumba Bay and Four Mile) and five were GAHP houses – two in Four Mile, and three in Bartalumba Bay. Since then a further 29 transfers have been finalised from GEBIE (22), Aminjarrinja Aboriginal Corporation (6) and GEMYDU (1). This brings the total number of houses under AHAC ownership to 57 as at December 2022.

A target date of 2025 has been set to complete the housing ownership transfers including NT Government Public Housing to AHAC (AHAC, 2022). It is estimated that once all development and transfers are complete that AHAC will own and manage around 385 houses on the Groote Archipelago.

The houses within the NT Public Housing portfolio are in various states of functionality, some requiring substantial work to bring the houses up to the standard defined by TOs as suitable under the Housing Master Plan for the Groote Archipelago. The transfer of



housing from NT Government, understandably, poses complexities that requires a coordinated and collaborative approach with the NT Government, working in the spirit of the Housing LDMA IP.

Groote Archipelago Housing Master Plan: In 2016, the Groote Housing Master Plan was commissioned by GEBIE and ALC to identify locations for new housing across the Groote Archipelago and proposed a clear plan for the staging of these growth areas over the short to medium term. The Groote Housing Master Plan was updated in 2019 by the Fulcrum Agency. The Groote Archipelago Housing Master Plan (Fulcrum Agency, 2019) is informed, through community consultation, by seven objectives when planning for the design, renovation, construction and site selection for housing on the Groote Archipelago. These are culturally appropriate, elastic, healthy, comfortable, accessible, safe and secure, and well maintained.

ALC, through the distribution of mining royalty monies to Aboriginal Corporations, is supplementing the NT Government's HomeBuild and Room to Breathe program in Angurugu, Umbakumba and Milyakburra by providing additional funds so that the standard of housing built on the Groote Archipelago is of a consistent standard to other

community houses built or renovated on the Groote Archipelago since the adoption of the Groote Housing Master Plan.

Addressing overcrowding: Under the National Partnership for Remote Housing NT and Commonwealth Government have commitment to improving Aboriginal housing in remote NT communities by investing \$1.1 billion from 2017-18 to 2026-27 through the Remote Housing Investment Package: Our Community. Our Future. Our Homes.

In 2022, the proportion of overcrowded homes in Angurugu and Umbakumba was at 50%, and 28% in Milyakburra (<https://ourfuture.nt.gov.au/about-the-program/room-to-breathe>).

The HomeBuild Program for the construction of new homes and the Room to Breathe Program that will provide additional living spaces to existing homes will significantly reduce overcrowding* (*refer to glossary) and will better meet community housing needs in Angurugu, Umbakumba and Milyakburra. Groote Archipelago Aboriginal Corporations GEBIE and Aminjarrinja have been contracted by NT Government to deliver the work on the Groote Archipelago. The current approved program (which is subject to local decision making,



land availability, essential services and responses to overcrowding) for the three townships are as follows:

Table 6.01.2 HomeBuild and Room to Breathe				
	HomeBuild data		Room to Breathe data	
	Total homes Approved*	Homes completed*	Total homes approved*	Homes completed*
Angurugu	33	3	51	0
Umbakumba	19	0	11	0
Milyakburra	7	0	16	14

Source: extracted from <https://ourfuture.nt.gov.au/about-the-program/room-to-breathe> up to date as at March 2022. These figures may be adjusted over time and are indicative of what was planned at the time data was sourced.

While the Investment Package will significantly address overcrowding, a survey that assesses this in actual terms across the Groote Archipelago will be required towards the end of the proposed works, in 2026-27. A definition of overcrowding which builds on the current definition used by NT Government (the Canadian National Occupancy Standard) while considering the unique familial living

arrangements and movements of people to, from and across the Groote Archipelago will support the development of appropriate future Groote Archipelago community housing strategies.

The ANU Social Indicators Report (2022) identified a serious lack of comprehensive, systematic and time series data on available housing stock, its tenure and functionality in terms of environmental health and disability needs (ANU 2022 p. 88). There is an opportunity with the consolidation of community housing under AHAC for improved data collection and management.

The construction of community houses on the Groote Archipelago is taking place within a context that stakeholders must contend with including the resourcing of trades due to a large number of capital works projects underway in the region and rising cost to build amidst the inherent high-cost to construct in a remote location. There is a tension that exists in seeking to deliver housing to address overcrowding as quickly as possible by bringing in external resources and a goal to maximise local employment opportunities. Stakeholders must continually work within the spirit of the Housing LDMA IP to work through the complexities of these challenges.



Maintenance and Tenancy Management: AHAC commenced provision of Remote Housing Maintenance and Tenancy support services under contract to NTG for 269 community houses in October 2021. The next step will be to transfer the portfolio to AHAC to own and manage. AHAC's provision of housing maintenance and

municipal services also extends to the homeland communities. AHAC will establish a tenancy management system to facilitate households contributing to the maintenance of homes and for this system to be sustainable.

Challenges/Risks
<ul style="list-style-type: none">-Resourcing of trades for the construction of community houses on the Groote Archipelago in taking place within a context of a high number of capital projects.- Houses built prior to the Groote Archipelago Housing Master Plan vary in style, standard and functionality.-Cost to build is rising, added to the inherent cost of building in a remote location.-Keeping stakeholders, NT Housing, focused on the end game of AHAC being the single community housing provider for the Groote Archipelago.-Defining and assessing overcrowding in the context of TO movements and lifestyle.-Maximizing local employment versus speed of delivering new housing by bringing in external builders.
Critical Success Factors
<ul style="list-style-type: none">-Housing on the Groote Archipelago achieves a consistent standard that meets the needs of TOs.-Adequate surplus housing supply to allow for shift in needs ie temporary housing while upgrades carried out, crisis accommodation.-Maintaining relationship with NT Housing, through staffing changes, to collectively work towards AHAC being single community housing provider.-Groote Archipelago specific knowledge and data collected and utilised to inform the community housing needs and strategies for the region.-TO led decision making and culturally informed approaches to service and infrastructure design and delivery.
Strengths
<ul style="list-style-type: none">-AHAC is 60% staffed by TOs.-Community trust AHAC and report maintenance issues to AHAC to be dealt with.-AHAC is well established and has a presence in Angurugu, Umbakumba and Milyakburra.-Strong guidance from TOs involved with AHAC to enhance cultural awareness of housing needs and matters.



- NT Government has made firm financial commitments to address overcrowding.
- LDMA Implementation Plan in place to direct focus on outcomes sought.
- Successful transfers of community housing to AHAC ownership and maintenance has taken place.

Goals

Every Anindilyakwa house on the Groote Archipelago is designed and built to the environment, culturally appropriate, maintained to support health outcomes and is appropriate for the number and demographic of occupants.

Outcomes	
HOU01	AHAC, the Anindilyakwa controlled entity, is responsible for a single, sustainable, socially, and culturally appropriate and equitable community housing system for the Groote Archipelago.
HOU02	Management and ownership of all remote community housing on the Groote Archipelago is transferred to AHAC to an agreed standard of housing by 2025.
HOU03	Household overcrowding in Angurugu, Umbakumba, Milyakburra and satellite communities is addressed and periodically assessed.
HOU04	An agreed standard of housing is achieved and maintained for all community housing on the Groote Archipelago, guided by the Housing Master Plan.
HOU05	The tenancy management system and housing maintenance program is sustainable and delivers timely and cost-effective maintenance to households.
HOU06	AHAC satisfies community, government and investors that it continues to be well governed, well-managed, financially viable, meeting the needs of its tenants and is sustainable.
HOU07	Capacity and capability is built for local employment and leadership, and local decision making is a strong component of managing community housing.
HOU08	There is comprehensive, systematic and time series data on available housing stock, its tenure and functionality in terms of environmental health and disability needs.



6-02 Economic Development

Table 6.02.1: Baseline Documents:

Economic Development LDMA IP (NTG and ALC, 2019b)
GHAC- Groote Eylandt Little Paradise Development Master Plan (GHAC, 2022)
Groote Eylandt: A Case Study in the Evolution of a Sustainable Remote Indigenous Economy and Self Government (Hewitt, 2021)
Our Roadmap to Growing a Better Future (Groote Aqua Aboriginal Corporation, 2023)
GEMCO Mining Agreement with ALC
Winchelsea Mining Agreement with ALC
Winchelsea JORC (Joint Ore Reserves Committee) Reserve Statement (2023)
Worker's Accommodation sections of the Health and Wellbeing LDMA IP (2022)
Lease 7/8 Worker's Accommodation Report (Sitzler Report)

The TOs of the Groote Archipelago are embarking on a range of transformative economic development projects for the region that builds on cultural strengths and assets that form part of the land and sea.

The outcome sought through economic development is a viable, culturally rich and sustainable two stream (diversified) economy on

the Groote Archipelago, not dependent upon mining royalty income, which is controlled by Anindilyakwa people.

Three principles guide the investment choice the ALC makes when allocating funds for economic development:

- i. To create local capacity to run local services in the communities;
- ii. To employ Warnumamalya;
- iii. To achieve complete financial safety by end of mine closure.

The LDMA Economic Development Implementation Plan was agreed and signed in 2019 (NT Government and ALC, 2019b). The Implementation Plan highlights the commitment by the NT Government to utilise its various programs to support the aspirations of the Anindilyakwa people and requires long term sustained efforts, collaboration with industry and requires private sector investment.

The Aboriginal Corporations operating on the Groote Archipelago, whose members are TOs, will be the drivers of economic development of the Groote Archipelago.



There are approximately 30 Aboriginal Corporations operating on the Groote Archipelago with various levels of activity and focus on a range of cultural, economic and social initiatives (refer to Appendix 1).

The ALC works with Aboriginal Corporations to identify viable enterprises that align with TO's values and the strengths and opportunities of the land and sea.

The ALC actively advocates for an economic development landscape that is diversified and that stimulates establishing and running enterprises that meet the principles listed above. The ALC provides Aboriginal Corporations on the Groote Archipelago with support to build capability, governance and viability to operate enterprises that achieves positive outcomes for their businesses and the Groote Archipelago communities.

In February 2021, Groote Holdings Aboriginal Corporation (GHAC) commenced operations and will play a significant role in the delivery of the Economic Development Implementation Plan. GHAC has been established to benefit all clans of the Groote Archipelago and structured to facilitate the delivery of major projects and to hold assets and infrastructure that benefits the Groote Archipelago. GHAC's main area of focus is on the Little Paradise Development which includes a suite of projects pursued by TOs on their land to support their future economic prosperity. Unprecedented in scale and impact the Little Paradise Development includes the following projects and activities listed in Figure 6-02-01 on page 29:



Figure 6.02.1 - Little Paradise Development Projects





The work of GHAC is guided by the *GHAC- Groote Eylandt Little Paradise Development Master Plan* (GHAC, 2022) and is supported by a range of specialist services and consultants to bring the projects to fruition. The Little Paradise Development will be carried out in a staged approach. GHAC has been granted a suite of ALRA s.19 leases for the Little Paradise Development for a total term of 50 years. The GHAC website provides further information: <https://ghac.com.au>

The following sub-sections of 6-02 Economic Development, discusses some of the key projects and opportunities that have been identified and that will be championed by GHAC. While this is not a comprehensive list of economic development initiatives that are planned for or underway on the Groote Archipelago, it represents the major developments that ALC is directing attention and investment to substantially grow economic activity. The ALC recognises that there is a range of Aboriginal Corporations operating on the Groote Archipelago that are actively contributing to economic development on the Groote Archipelago.

Over time, it is envisaged that TOs will identify new opportunities that build on the strengths and opportunities of their land, sea and

communities. Ultimately, The post mining economy on the Groote Archipelago will be poised to offer a suite of products to the Australian domestic and international markets that will be branded clean (organic and chemical free), part of a net zero emissions network and First Nations produced.

6-02-01 Aquaculture

The Groote Archipelago has had a long history in the seafood trade. Research indicates that Macassan traders from the Sulawesi region of Indonesia began trading with the top end of the NT approximately 900 years ago, well before European colonization (Clarke, 2015-2020).

It is believed that around 30,000 Macassar travelled to the Top End each year running with the Trade Winds. They brought technology - iron knives, implements, sail technology and large dugouts, arrack wine and influenced language and even ceremony (Hewitt 2021).

They took back Bêche-de-mer (dried sea cucumber) which was in turn traded with Manila, in the Philippines and finally landing in the city of Xinxiang in China. Evidence in cave paintings on the Groote Archipelago and anecdotal stories tell of TOs travelling on vessels to



Macassar and back to the Groote Archipelago again. Familial ties were entered into (Hewitt 2021).

Now, in contemporary times the emerging middle-class demand from Australia's northern neighbours for high value seafood protein is high and will never be met by wild harvest. The potential for marine hatcheries to produce larvae and juveniles to then grow out in safe ranching systems in land-based ponds and inter-tidal lagoons demands serious investigation and investment (Hewitt 2021).

The ALC has made significant investments into scoping out the potential to re-establish a seafood export industry. Initially, co-investment occurred with the Australian Institute of Marine Science to conduct an extensive baseline study of the whole marine environment surrounding the Groote Archipelago in 2016 and 2017 (Butler, 2017).

Clearly the potential for this trade to be renewed as a culturally appropriate and sustainable industry to create hybrid economies across the Top End saltwater Indigenous communities is very real (Hewitt 2021).

This was followed by an extensive commercial analysis of what species of marine animals native to the area might be most commercially and sustainably farmed to underpin a profitable industry (Buckworth, 2017).

The ALC is working with community organisations and experts to establish an aquaculture venture at Little Paradise that will position the Groote Archipelago as a world class international exporter of aquaculture products. The aquaculture project seeks to establish a profitable business operation based on production of Trepang as a first priority and setting up a Tropical Rock Lobster nursery and grow-out operation. Other aquaculture products will be considered over time.

The Economic Development Implementation Plan highlights NT Government's (through the Department of Primary Industry and Resources, NT Fisheries and Darwin Aquaculture Centre) commitment to support the expansion of emerging industry including oyster research.



Groote Aqua Aboriginal Corporation (GAAC) has been established to run the aquaculture operations and a business plan for Trepang and Tropical Rock Lobster was completed in June 2021 by business consultants Kleinhardt Pty Ltd.

GAAC has set out a roadmap to growing a better future. Their vision is to:

- i. 1. Produce healthy and high-quality seafood.
- ii. 2. Build resilience in our community to better face upcoming challenges
- iii. 3. Work with nature, our culture for our future.

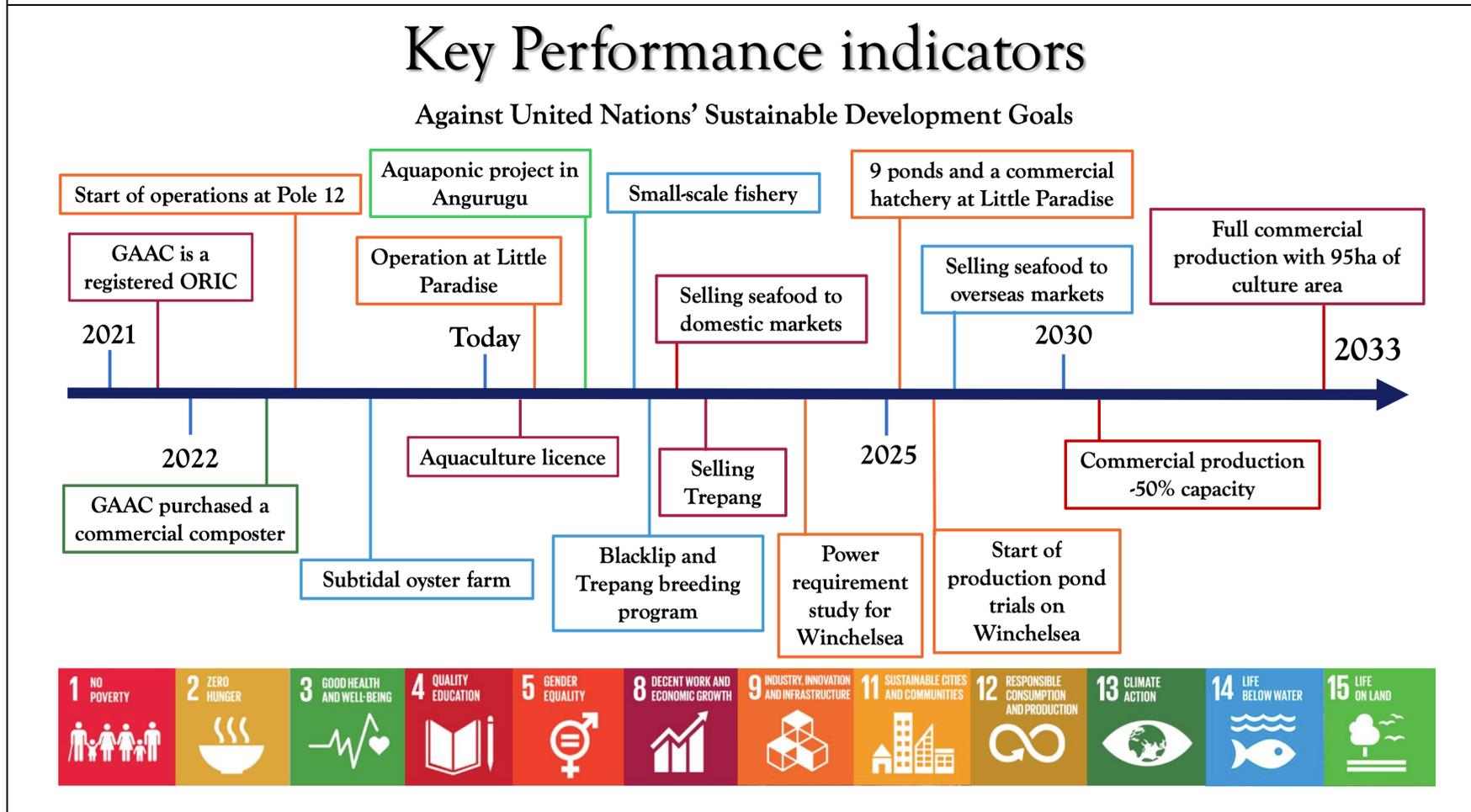
(Groote Aqua Aboriginal Corporation, 2023)

GAAC's work is inspired by using an innovative and ecological approach to aquaculture which will allow for increased production per unit area; an increase in resource utilisation therefore minimising waste and a more virtuous method of producing food in accordance with GAAC's ethical guidelines and the United Nation's Sustainable Development Goals.

GAAC's key performance indicators are presented below:



Figure 6.02.2: GAACS Key Performance Indicators (GAAC, 2023):





GHAC has been established to primarily focus on delivering foundation assets and business-skill development programs necessary to support the development of the aquaculture export-industry in the longer-term.

There is a proposition that while TOs will be the decision makers, owners, and beneficiaries of the aquaculture venture, that they may not form a major part of the labour-intensive workforce. This structure would allow for TOs to balance oversight of the aquaculture ventures while maintaining other customary activities.

Following the end of mining at Winchelsea mining operations, the land is earmarked to transition to expand the aquaculture operations. Detailed plans are being put in place to establish the post-mining

economic development venture in line with best practice environmental principles.

The establishment of the Aboriginal Sea Company (ASC) in 2022, with a Board comprising equal representation from the three Land Councils in the NT with traditional ownership of sea country- NLC, Tiwi Land Council and ALC, as well as industry experts will provide focus across the top end and capability to unlock the economic opportunities of sea country.

The Makarda Langwa Native Title Claim is underway for the seas of the Groote Archipelago, a key tenet of the claim is the right for the claimants to carry out commercial activities on the sea and to make use of the marine resources to establish sea-based industries.



Challenges/Risks

- Shortage of skilled labour workforce on Groote Archipelago and in Australia.
- Growing aquaculture is a highly specific process that requires a stable habitat and environment for the livestock to thrive.
- Interaction of the industry with the natural environment will have to be carefully monitored and managed to protect the Groote Archipelago ecosystem.
- Safety of workers where natural predators are present. Mitigation such as setting up of lined ponds on land to alleviate risk.
- Reliable, abundant and sustainable power supply to ensure the plant is continuously operating.
- Weather events.

Critical Success Factors

- Reliable and hardworking labour force of approximately 200.
- Restoring links to Indonesia.
- Use of advanced telemetry to monitor habitat and environmental health.
- Robust environmental assessment, monitoring and protection.
- Investment into renewable energy to power Little Paradise to support net zero emission target (refer to 6-09 Sustainable Futures).
- Mitigation strategies in place for weather and other environmental risks.
- Innovative and ecologically sustainable approaches adopted.

Strengths

- The Groote Archipelago is close in proximity to Indonesia, which is favourable to sourcing a work workforce with aquaculture experience.
- Aboriginal Corporations GHAC and GAAC are establishing an operating framework.
- Collaboration with experts across the specialist fields.
- Establishment of the Aboriginal Sea Company to provide regional development of the industry.
- Numerous studies and the engagement of experts in the field is part of project development and management.
- The Land and Sea Program have added local knowledge and facilitated research and development.



Goals	
To produce healthy and unique premium seafood products by using and developing novel, circular and sustainable methods of producing seafood. To establish successful aquaculture enterprises that will form part of a diversified and sustainable economy for the Groote Archipelago post-mining.	

Outcomes	
AQ01	Sustainable, profitable and majority TO owned, multi-product aquaculture business running on the Groote Archipelago by 2033, serving Australian and international markets.
AQ02	Aquaculture and wild-fishery business/es provide suitable and desirable employment for Anindilyakwa people.
AQ03	Innovative and ecologically sustainable approaches are used to set up and operate the aquaculture business.
AQ04	Strategic partnerships are supporting the pursuit of Groote Archipelago aquaculture interests.

6-02-02 Winchelsea Mining Operations

The role of the ALC in relation to Winchelsea mining is to carry out the ALC’s functions under ALRA S23(ea) and to support TOs of the Groote Archipelago to pursue commercial activities, which includes resource development. The ALC’s role has been to consult with TOs and to support TOs to pursue the commercial opportunity in line with their wishes, to distribute royalty monies to support standing up the project, to support TOs to establish the commercial arrangements,

regulatory and government approvals and enter into the ALC and Winchelsea Mining Agreement.

Winchelsea Mining Company is a joint venture between Anindilyakwa Advancement Aboriginal Corporation (AAAC) and AUS China International Mining Pty Ltd, with AAAC holding a large majority (70%) of the interest in the joint venture.

While TOs have long held the position that mining on the Groote Archipelago should not and will not last forever, there is an



acceptance of the economic benefits that extracting the resources held on their lands can provide.

Winchelsea mine is positioned as a future Groote enabling project with a core vision to raise enough revenue to permanently support the economic and social future of the TOs of the Groote Archipelago.

A 30-year mining lease was granted by the NT Government for the Winchelsea mining operations in March 2022. Once the mine goes into production it is expected to be operational for at least 10 years.

A significant milestone was achieved in March 2023 with the completion of the Winchelsea Joint Ore Reserves Committee Reserve Statement (Winchelsea Mining Pty Ltd, 2023) which provides an independent sign-off, of the environmental reports, geology, ore reserves, purchasing agreements and other pertinent factors and which is a requirement before obtaining approval to mine.

The mining venture will provide annual fixed payments to impacted clans, provide guaranteed payments into the Anindilyakwa Mining Trust and surplus profits will be reinvested into major projects for the benefit of TOs. The Winchelsea mine closure plan involves re-purposing the mine site to scale up aquaculture operations post - mining (refer to section 6-02-01 Aquaculture for additional discussion). The mine closure principles discussed in 6-10 South32 Mining and Mine Closure apply to Winchelsea mining operations also.

It is beyond the scope of this Strategic Plan 2023-33 to cover the activities required to establish and run the Winchelsea mining operations. The purpose of including this section within the Strategic Plan 2023-33 is to highlight the key outcomes the Winchelsea mine is established to achieve.

Challenges/Risks
- Start-up green fields project and will need to establish operations from the ground up. -Sourcing workforce with required skills. -Cost of construction



-Fluctuating price of manganese.
Critical Success Factors
-Transforming the mine closure plan into the construction of the ponds for aquaculture. -Deposits into the AMT to supplement the future Groote Archipelago economy.
Strengths
- TOs, through the ACCC hold the majority stake in the joint venture. -Mine closure plan builds on economic development strategy to expand aquaculture operations to Winchelsea Island. -Supports the long-term community and economic development projects for the future Groote Archipelago.

Goal
The Winchelsea Mining Operations is a Future Groote economy enabling project that supports economic development and contributes to community, cultural and environmental activities for the Groote Archipelago.

Outcomes	
WMO01	A portion of profits from mining provide guaranteed payments into the Anindilyakwa Mining Trust, to impacted clans and to support economic and community development projects for the benefit of Anindilyakwa people.
WMO02	A portion of profits from the Winchelsea Mine contribute to the development of other projects prioritised by TOs.
WMO03	Upon Winchelsea Mine closure, the mined land and assets from mining are re-purposed into a large-scale aquaculture operation.



6-02-03 Tourism

The Groote Archipelago has a unique ecosystem and a diverse environment with pristine beaches, spring fed water ways, open woodland, rainforest, red sand dunes, aqua waters and traditional rock art which is thousands of years old. Surrounding the islands of the Groote Archipelago is a marine environment with unspoiled reef systems and an abundance of marine life. This along with the Groote Archipelago's rich living culture position the location as an attractive tourism destination.

There is an exciting opportunity for a 'Dalumba Bay Glamping Camp' to be established that will provide boutique eco-tourism and cultural experiences to untapped Australian and International markets that are seeking authentic First Nations delivered experiences.

The Dalumba Bay Glamping Camp is positioned as a precursor to establishing high-end tourism on the Groote Archipelago and will provide a proving ground for the growth of a local tourism workforce and the development of activity packages that draws on the assets of the Groote Archipelago.

TOs are also designing a small scale, high-end tourism operation on Groote Eylandt at the Little Paradise Bluff. A scenic and ecologically unique location has been selected which sits atop 60-metre-high cliffs and overlooks the pristine waters of Bartalumba Bay. The world-class hotel experience will have tropical designed modern bungalow rooms, high-quality restaurant and bar, and guest facilities catering to the experience of first-class travellers. Tourists will arrive at the site via a scenic cable-car link or by helicopter (GHAC and ALC, 2022).

Guests will be offered a unique perspective of the Groote landscape, it's people and their culture with a broad range of activities including bushwalking and bush tucker tours, art and culture tours including to iconic rock art sites, helicopter tours, fishing, bird watching and, yoga and meditation retreats.

The Little Paradise Bluff development will be a high cost, high risk venture that will require careful planning, thorough risk assessment and with involvement of experts from the tourism field.

It is proposed that Groote Eylandt will be one of a few stops across the top-end of Australian (with the possible inclusion of New Zealand



destinations) on a tour that offers visitors the opportunity to experience the unique ecosystem and culture of the Groote Archipelago.

A model that will be explored includes the provision of a top end tourism air pass that will give tourists the opportunity to select appealing destinations across top end WA, NT, and Queensland.

The Groote Archipelago requires careful planning and execution by people who are expert in the business.

GHAC will be responsible for establishing and collaborating with a range of stakeholders including the private sector and investment funds to establish the luxury eco-tourism resort, the transport network that will bring tourists to the Groote Archipelago and the promotion and marketing of the Groote Archipelago as an appealing tourist destination with unique First Nations and eco-tourism experiences unlike anywhere else in Australia or the world.

GHAC is having discussions with NT Airport and IFM Investors on opportunities to work together to develop the Groote Archipelago as a tourist destination.

The Land and Sea Management Program and the Preserving Culture departments of the ALC will play a key role in engaging with TOs to harness local knowledge and skills to develop the eco-tourism offerings. Both Departments, with strong TO employment and a wealth of knowledge, resources and expertise relating to land, sea and culture will be well placed to support the development of the Anindilyakwa arts, culture and eco-tourism packages that will be offered. Opportunities to 'test out' and harness these tourism offerings to a small initial market will be sought as a pathway to grow the tourism industry.

Under the Economic Development LDMA Implementation Plan, ALC and NT Government are working together to identify new tourism opportunities and maximise returns for existing enterprises. This includes NT Government ensuring that the Groote Archipelago is referenced in future Destination Management Plans developed for the broader Arnhem Land region, and ensure that Groote Eylandt is connected to opportunities with the Commonwealth Government and private enterprise where appropriate. The 2021 Destination Management Plan for the East Arnhem Region highlights that the



Anindilyakwa (and Yolgnu) culture is core to the East Arnhem Land's identity and guiding principles of:

- promoting cultural heritage and walking in both worlds
- recognising and respecting cultural knowledge and practices
- Ensuring environmental sustainability
- Advancing economic outcomes for the local communities.

(Tourism NT, 2021)

While tourism is an attractive future economic opportunity for the Groote Archipelago to meet the unmet demand from a domestic and international tourism market, it is not an immediate priority of the

Strategic Plan given the volume of other activities taking place on the Groote Archipelago.

Further, the desired branding of a clean, green, environmentally friendly and sustainable tourist offering by TOs who can lead reliable authentic activities in parallel with meeting their community and cultural commitments such as funerals and ceremonies is in the process of being established.

Tourism therefore, while certainly part of the Strategic Plan 2023-33, will be launched toward the later part of this Strategic Plan in a post-mining environment.

Challenges/Risks

- The Groote Archipelago has been fairly protected from an influx of tourists and the tourism strategy must attract tourists that are respectful and aligned with the values of TOs in the treatment of land, sea and culture.
- The transport networks for the top end are yet to be established and requires a collaboration of stakeholders across the top end and requires significant foresight, commitment, and investment.
- A detailed Tourism Masterplan needs to be developed.
- A successful working group is yet to be established.

Critical Success Factors



- Tourists are offered Anindilyakwa delivered experiences and that there is a sufficient pool of Anindilyakwa people that are work ready for the Groote Archipelago tourism industry.
- That tourism development and growth is aligned to the values and desires of TOs.
- Ease of access to the Groote Archipelago is established.
- A premium end to end world class experience is consistently delivered to all guests of the luxury eco-resort.

Strengths

- Language and culture are strong.
- The pristine and unique environment of the Groote Archipelago and the ecology present a number of opportunities to provide tourists with unique experiences.
- Eco and cultural tourism provide an avenue through which Anindilyakwa culture can be shared and promoted.
- There will be growth in jobs for Anindilyakwa people and the growth of the cultural economy that builds on local assets and strengths.

Goals

To establish tourism ventures, including a high-end boutique offering, on the Groote Archipelago that promotes and respects the unique eco-system, Anindilyakwa community and culture of the region.

Outcomes

TOU01	A first-class offering of a luxury resort at the Little Paradise Bluff and Dalumba Bay Glamping for tourists to experience the Groote Archipelago and the culture and environment from a unique perspective.
TOU02	A transport network that makes Groote Archipelago and the luxury resort accessible and appealing to tourists.
TOU03	Anindilyakwa people are work ready to provide guests of the eco luxury resort with a premium experience and there is a pool of Anindilyakwa people to draw on to delivery tourism services.
TOU04	Innovative partnerships, investment and service delivery models have been established.



6-02-04 Logistics

The logistics focus area of the Strategic Plan 2023-33 refers to air, sea and land transport networks to meet a range of needs for economic development and community purposes, and for the transport of freight and of people around the Groote Archipelago and to and from beyond the remote region.

The ALC and its key stakeholders recognise the importance of reliable and affordable air services, sea freight and intra island road networks to enable the economic development and to build a diversified economy.

The current cost, reliability and frequency of transport via air and sea is prohibitive to growing the economy.

Logistics considerations for growing and diversifying the economy include the need for:

- Freight and barging needs to build infrastructure and establish new operations in mining, aquaculture etc...

- Large scale transportation of ore off Winchelsea Island for shipment.
- Transportation of a workforce from off-island to operate the mine, aquaculture and other economic development projects.
- Reliable sea and air freight to safeguard the transport of live seafood for an international market.
- High-end travel options for the future tourism market.
- Opportunities to meet GEMCO's barging and freight needs through commercial arrangements.

GHAC has been established to purchase and own major assets to facilitate transportation and access to major economic development locations. By utilising economic stimulus funding from NIAA, GHAC has purchased vessels and provides services (at cost) to support major economic development projects by providing transportation of goods and personnel to support the construction of the Boarding School on Bickerton Island, the Winchelsea mining operations, and the Little Paradise Development.



GHAC was also funded from the economic stimulus package to extend the jetty at Winchelsea Island, establish a new jetty at Little Paradise and to establish a new ramp on Bickerton Island. The jetties and ramps are critical to the commencement of mining at Winchelsea Island, the Little Paradise Development, and the construction of the Boarding School on Bickerton Island, respectively.

There is an opportunity to establish a joint venture with key barging companies to build capacity and service a GEMCO contract.

A principle of the Strategic Plan is to operate a low cost, low impact economy and for community to live sustainability in unison with the environment. The switch to electric vehicles is a crucial component of the Logistics Strategy. Marine and Terrestrial vehicles will need to

switch to renewable energy and will be key to achieving a low-impact, low-cost transport system. The implementation of the solar farm over the next two years is crucial to support the low impact and low cost transport system and economy (refer to 6-09 Sustainable Futures).

From a community needs perspective of logistics, TOs need reliable and safe options to travel and to carry out recreational activities on sea country. A fleet of boats that can be used by community members that is fitted with GPS tracking and other safety features is proposed. This is an area that requires additional consultation with TOs and, consideration given to the cost and management of setting up a boating fleet.

Challenges/Risks
-The remote location of the Groote Archipelago places additional costs and complexities of establishing it within a transport network.
Critical Success Factors
-A transport network that meets the economic development needs of the Groote Archipelago. -A transport network that supports high-end tourism across First Nations tourism sites which includes the Groote Archipelago as a prominent destination.



-A transportation system for freight and equipment to support capital projects and economic development initiatives.
Strengths
-Interest from Investment Fund Managers to establish air transport infrastructure.
-GHAC positioned to support transportation of freight and personnel for major projects at cost.

Goal
The logistics, infrastructure and transport services on the Groote Archipelago meets the expectations of users living, working and visiting the region and supports economic and community development, and the cultural aspirations of TOs.

Outcomes	
LO1	The transportation network for air, land and sea is in place to support the delivery of the Strategic Plan 2023-33.
LO2	NT Government, ALC, Aboriginal Corporations and other stakeholders have worked strategically to develop all modes of transport to support economic development.
	<i>Electrification of transport- land and sea is an outcome of the Sustainable Futures focus area.</i>

6-02-05 Residential Village at Little Paradise

All service providers on the Groote Archipelago require accommodation for their employees who relocate to work in the region.

The substantial development taking place on the Groote Archipelago also requires skilled trades and other project-based roles to be brought onto the Groote Archipelago.

The accommodation needs for workers are broad and varied, and include ongoing needs for example to house health and education



staff who will live and work on the Groote Archipelago, to construction workers brought in for fixed terms to carry out capital works. Accommodating workers on the Groote Archipelago is a challenge and constraint due to short supply.

A high level design of a residential village at Little Paradise has been developed for a project that will be valued at \$30-\$40 million.

The residential village will be for families to live and work on the Groote Archipelago to support the implementation of the LDMA.

The development includes plans underway between ALC, GHAC and NT Government for GHAC to construct up to 30 new residential homes on Groote Eylandt for health professional which will expand the current provision of health and wellbeing services delivered on the Groote Archipelago.

The new housing development will be located at Little Paradise and a ALRA s.19 lease has been granted to GHAC for the project. The GHAC Master Plan provides details of the proposed development at Little Paradise (GHAC, 2022).

The construction of the accommodation for NTG employees is funded by Private Sector Loan Agreement, which will be serviced through NTG rental of the accommodation. The process is underway to establish an agreement with NTG to enter into a contract to lease properties at the residential village.

An ALRA s.19 lease has also been granted to GHAC for the construction of a workers accommodation containing 55 rooms. The workers accommodation will be earmarked for crews to construct and establish the Little Paradise developments and the accommodation will over time transition to accommodate staff running the various operations.

The accommodation for workers of the Little Paradise development is funded by Offtake Agreements from Winchelsea Mining Operations.

The 16-bed quality accommodation has been completed and which will also accommodate 'Sentence to a Job' participants.

As at May 2023, the requirement for the additional worker accommodation (up to 55 rooms) was being revisited and decision to progress is pending other arrangements that were being considered.



GHAC will be the owner and operator of the Little Paradise residential village and the workers accommodation and GHAC will need to

establish the required system to manage worker housing for the region.

Challenges/Risks
<ul style="list-style-type: none">-Demand for workers accommodation exceeds supply-Delivering an employee housing model that meets current and future needs.-Cost to build-Sourcing and accommodating trades on Groote Eylandt during the build.-Large amount of development activity taking place on the Groote Archipelago potentially competing for the same resources.
Critical Success Factors
<ul style="list-style-type: none">-Housing sufficient to meet the project delivery needs of a range of significant projects particularly relating to Little Paradise and Winchelsea Mining operations.-Staffing needs for the implementation of the Local Decision Making Agreement needs to be met.
Strengths
<ul style="list-style-type: none">-Advanced planning progressed for worker accommodation at Little Paradise.-A number of employee housing options currently available via Amagula Gardens, Groote Lodge, Pole 7, GEMCO allocation of their housing stock.

Goals
That there is sufficient housing available for temporary and permanent workers supporting the economic development and LDMA Implementation Plan service needs on the Groote Archipelago.



Outcomes	
WA01	There is sufficient housing on the Groote Archipelago for staff of essential services in response to LDMA Implementation Plan needs.
WA02	Periodic accommodation is available to bring in temporary workers to delivery projects. Access to and utilisation of worker accommodation is maximised across the range of planned projects.



6-03 Education

Baseline Documents
Education LDMA Implementation Plan (NTG and ALC, 2020)
Wurriyukwayuwa Langwa College 2019-2028 Strategic Plan (GEBIPCAC, 2023)
Connected Beginnings- Community Action Plan (NTG DoE, 2022)

The Education LDMA Implementation Plan signed in 2020, is the key mechanism through which the education agenda on the Groote Archipelago is pursued, and has spearheaded a commitment between the ALC, NT Government and GEBIPCAC to implement the following:

- Building an Independent Primary Years Boarding School for students located in the Groote Archipelago that is to be owned and operated by GEBIPCAC;
- Implementing a bi-lingual curriculum across the Independent Boarding School and the Anindilyakwa community schools;
- Develop and grow Anindilyakwa education workers to support all preschool and school aged children including those not attending school.
- Early childhood development and education will be prioritised.

The Education LDMA Implementation Plan is a key reference document for this focus area.

There is a recognised need to create a system on the Groote Archipelago that supports children from birth, through schooling and into jobs, or further education.

Early Childhood Development

The Education LDMA Implementation Plan calls on stakeholders to work together within the overarching education governance model and to select and implement activities, programs and services for children from birth to eight years of age including:

- A range of quality early learning programs in the years prior to school, including preschool and programs that support successful transition into school;
- Universal, targeted and tailored services with an emphasis on improving health and education outcomes for children, family engagement and parenting capacity building;
- Integrated service delivery that enables families to access a range of services without navigating several service systems; and



- Establishing a local early childhood and development workforce.

Connected Beginnings is a program that has been progressively carried out across the Groote Archipelago with initial focus in Angurugu, which extended to Umbakumba in 2021. The program now includes Warnumamalya children in Alyangula, Milyakburra and outstations.

The program is aimed at children 0- 8 years of age and designed to improve children's readiness and attendance in the early stages of schooling by coordinating access of mothers and children to support services (ANU, 2022, p62).

Connected Beginnings works closely with the NTG's Families as First Teachers program, which is an early learning and family support program focussed on children and their mothers from birth to five years and with NT Government Department of Health (ANU, 2022, p62).

The Australian Early Development Census reports significant improvement since 2009 in four out of five child development indicators (ANU 2022, p76).

It is encouraging to find that Connected Beginnings data on the number of clients across the Groote Archipelago (170) match closely with the figures from the 2021 Census for the same age group (ANU 2022, p. 67).

A key undertaking of Connected Beginnings is to apply the ASQ- Trak, (based on the Ages and Stages Questionnaire) which is a new measurement tool designed by the University of Melbourne Medical School for use in Indigenous communities. Deployment of ASQ-Trak surveys by the Connected Beginnings program on the Groote Archipelago should provide more culturally relevant measures of early childhood development (ANU 2022, p78).

Connected Beginnings work is guided by a community action plan Ngakwurrilangwa Wurriyulwayuwa (June 2022-June 2025), which represents 'everyone working together for the children of Groote' (NT Government Department of Education, 2022).

Key activities and achievements in 2022-23 include:



- Ten Anindilyakwa women completing the ASQ-Trak training and their certification to become ASQ-Trak practitioners across Groote Eylandt communities.
- Anindilyakwa women's confidence has also grown whilst using the ASQ-Trak screen tool and there is increased understanding of the purpose and value of developmental monitoring.
- Skills and knowledge about child development has increased along with the number of children being screened.
- Between July 2022 and May 2023 there were 64 ASQ-Trak screening completed across the Groote Archipelago and the majority of the children screened are developmentally on track across the five domains.

A further opportunity is in building capability to measure outcomes and progress in education, in ways that reflect Anindilyakwa worldviews and priorities (refer to 6-17 Data Governance).

The Wurriyukwayuwa-Langwa College

Guided by the ALC 15 Year Strategic Plan 2012-2027, the ALC has pursued the establishment of an independent school system on the

Groote Archipelago and advocated for the education system to be bilingual and have a strong focus on Anindilyakwa culture and knowledge. The LDMA and Education Implementation Plan has spearheaded activity in this area.

Significant progress has been made to date with funding secured for the construction of the purpose-built independent primary years boarding school Wurriyukwayuwa-Langwa College (the College). The design and construction planning for the College has been completed, the construction of the communication tower has been completed, the site civil works on Bickerton Island has commenced, and steps are being taken to appoint a contractor for the construction. The College is expected to commence its first intake of students in Semester 1, 2025.

Groote Eylandt Bickerton Island Primary College Aboriginal Corporation (GEBIPCAC) has responsibility to design, build and manage the College where children will receive a formal education compliant with the Australian Curriculum and that has a strong component of learning Anindilyakwa culture and language. Further



information about GEBIPCAC is available on their website (www.gebipcac.com.au).

The College is expected to commence its first intake of students in Semester 1, 2025 and will initially accommodate up to 48 students, before growing to 60 students in 2027 and beyond. Critically, the College will provide the opportunity for Anindilyakwa children to access both cultural and mainstream education models, allowing them to 'walk in both worlds' between traditional culture and contemporary Australia (GEBIPCAC, 2023).

The Wurriyukwayuwa-Langwa College 2019-28 Strategic Plan defines the philosophy, purpose, values, strategic objectives and the way forward for establishing the independent boarding School (GEBIPCAC, 2023).

Culture in schools and a bilingual curriculum

A bilingual curriculum has been developed and will be implemented across the Anindilyakwa community schools, and at the independent boarding school on its commencement.

There has been strong community support and engagement in the development of the curriculum including working in partnership with the Language Centre, which is part of the ALC Preserving Culture Department.

Upskilling and training for Anindilyakwa speakers to teach children to read and write in Anindilyakwa has commenced implementation. As at 30 Jun 2022, seven community members have begun training (unaccredited) to teach reading and writing in Anindilyakwa, and a further 10 have joined training in 2023.

Next steps include ensuring that the bilingual curriculum is integrated into the public school system and to ensure the schools are working with community on matters of cultural significance.

Increasing local control

Since 2018, the Anindilyakwa-led GEBIPCAC has increasingly grown in capacity and capability, it has demonstrated strong community engagement and has built trust in community as being responsive to the education needs of children.



The Education LDMA Implementation Plan acknowledges that the parties to the agreement recognise a long-term goal of having a single, coherent education system on the Groote Archipelago. It will be timely, following operationalisation of the College, to define that model and reach agreement on the next steps to achieve this goal through an update of the Education LDMA Implementation Plan.

Continuing to expand Anindilyakwa involvement in the local schools is on the Education LDMA Implementation Plan agenda and this would include strengthening the relationship between GEBIPCAC and the public-school boards and principals.

There is potential for GEBIPCAC to evolve into the peak education authority on the Groote Archipelago, and for the Anindilyakwa community schools in Angurugu, Umbakumba and Milyakburra to establish independent status.

On-island and off-island school and transitions

Currently, there are a number of Anindilyakwa children attending boarding schools off-island which is supported by ALC, GEBIPCAC and Aminjarrinja Enterprises Aboriginal Corporation.

There is a need for greater coordination and to strengthen the relationships with boarding houses and boarding schools including exploring partnerships to ensure children are appropriately supported at school and by the boarding houses, and where children are transitioning from primary school to high school off-island.

Key stakeholders must also consider the appropriate mix and format of on-island schooling support versus off-island schooling support and decide on the model for future investment into education by ALC and other stakeholders.

There is a proposition that for the primary years, investment into education by ALC and other organisations including Aboriginal Corporations should be focussed on strengthening on-island primary schooling for Warnumamalya. The premise being that the Groote Archipelago TO led, single education system with strong cultural focus will provide primary years students with the best formula for a quality education that provides a strong foundation in Anindilyakwa culture.



In the high school years, fully armed with a strong sense of self, culture, family ties and being bilingual, students are supported if suitable and desirable, to access education opportunities beyond the Groote Archipelago where opportunities to gain exposure to a broader learning community, pursue a specialist field of study, and to explore tertiary opportunities are available to them. This concept marries well with TOs vision of young people standing confidently in both worlds.

Journey mapping in a proposed area of work that will map the range of programs and services available at each stage of a child's journey from early childhood programs, through to education, and on to training and/or tertiary education. The journey mapping exercise will also explore the transitions of a child from early years programs, into preschool and then school to ensure students and families are appropriately supported through the transitions. There may be some ground- work already done in this space over the last few years, which will inform the journey map.

Further examination is required in consultation with TOs and key stakeholders including NT Government Department of Education,

GEBIPCAC and other funding agencies and funded programs operating in the education space to inform the next phase of education strategies for the Groote Archipelago.

The transition of young adults into jobs on and off island requires a multifaceted approach which includes creating connections between the economic development and workforce development strategies (6-02 Economic Development; 6-11 Workforce Development and Performance) and taking into consideration that some Anindilyakwa students will choose to pursue off-island opportunities at the end of studies.

Discussion on pathways into employment is discussed in the workforce development section of this Strategic Plan (6-11 Workforce Development and Performance).

Anindilyakwa education data

Access to reliable Groote Archipelago data for the school age Warnumamalya population will be required by decision makers to inform future education strategies and to update the Education Implementation Plan (refer to the 6-17 Data Governance).



The Social Indicators Report (ANU, 2022) has provided the most comprehensive current picture of the school age profile of Warnumamalya, however this has been done by piecing together enrolment data from the Department of Education, Census data, Aboriginal Corporations involved in off-island schooling programs and other sources. Despite best efforts, providing precise data on the overall size and composition of the school-age Warnumamalya population remains complex and incomplete (ANU, 2022).

A pressing requirement for stakeholders of the Education LDMA Implementation Plan is to establish a single source that quantifies the whole school-age Warnumamalya population (ANU, 2022). Single source reliable data specific to Warnumamalya (both on-island and

off-island students) will facilitate analysis of key metrics including student profiles (ie age), enrolments, attendance, performance and other outcomes such as well-being. Comprehensive data will also allow for improved analysis and understanding of student enrolments and attendance particularly of high-school aged students where dramatic declines in enrolment numbers are observed at the Groote Archipelago schools.

Warnumamalya specific data will also enable comparative analysis pre and post implementation of the bilingual curriculum and commencement of the College and would support evaluating the effectiveness of strategies and programs.

Challenges/Risks
-Fragmented data on the Warnumamalya school-age population data.
- Navigating the regulatory and legislative environment to provide an Indigenous-led schooling model.
-Low school enrolment and participation particularly in the high school years.
Critical Success Factors



- Continued focus on the current goals of implementing the bi-lingual curriculum and establishing and launching the Independent Boarding School.
- Growing community support, commitment and trust in the Groote Archipelago schools and schooling system.
- Continued collaboration and productive interactions between stakeholders to achieve the education goals for the Groote Archipelago.
- Comprehensive data about schooling age population of the Groote Archipelago to inform decision making.

Strengths

- Strong TO engagement and leadership in supporting the Education LDMA Implementation Plan.
- GEBIPCAC as a Anindilyakwa-led entity responsible for the establishment of the Independent Boarding School and the bilingual curriculum.
- Successes in building the bilingual curriculum and the strong language and living culture that is the foundation of the curriculum.
- Significant milestones achieved in the establishment of the College.
- Early childhood development trends show positive outcomes for pre-schoolers.
- The combined efforts by Connected Beginnings, Families as First Teachers and NT Department of Health and other stakeholders that is reaching and supporting children in their target cohort to access support services.
- Quality programs are being delivered on the Groote Archipelago in the Early Childhood Development space.

Goals

A single system of education for Anindilyakwa people that is community-controlled, bilingual and that supports all Anindilyakwa youth to secure a strong education that allows them to live confidently in both worlds.

Outcomes

EDU01	Every school-aged child is enrolled in school and attendance rates are increasing year on year.
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EDU02	Every child is knowledgeable about their culture and has a strong connection to Anindilyakwa elders and teachers through the education system and youth programs.
EDU03	Every child receives quality schooling that prepares them for higher education, training and employment.
EDU04	All organisations operating in the education field (including supporting programs) are working in a complimentary manner, bringing in their particular expertise to support Anindilyakwa children.
EDU05	A single agreed education system for Anindilyakwa children is established.
EDU06	There is a steady rise in the number of Anindilyakwa educators (appropriately trained and supported) across all Anindilyakwa community schools.
EDU07	An integrated and comprehensive database provides a single whole-of-population education profile of Anindilyakwa school aged children (covering both off-island and on-island school participation rates) that is used to support decision making and strategic planning.



6-04 Law, Justice and Rehabilitation

Baseline Documents

Law, Justice and Rehabilitation LDMA IP (NTG and ALC 2019)
Groote Archipelago Community Justice Programs and Services:
Objectives and Activities Plan (ALC, 2023)
Social Indicators Report (ANU, 2022)

In June 2019, the ALC and NT Government signed the LDMA Implementation Plan for Law, Justice and Rehabilitation. The outcomes sought are:

- to increase the involvement and leadership of the Anindilyakwa people in the justice system, including access to rehabilitative services;
- for Anindilyakwa culture to be respected in the justice system;
- working constructively to reduce the number of Anindilyakwa people in the justice system.

(LDMA Law, Justice and Rehabilitation Implementation Plan, 2019).

Parties have agreed to establish a Cultural Rehabilitation Centre at Marble Point on Groote Eylandt. Funded for a trial period of three

years, the centre will be a community operated facility based on Anindilyakwa cultural values and leadership. Eligible Anindilyakwa male youth offenders, aged 17-25 years, will have access to tailored rehabilitation services (NTG and ALC, 2019).

Construction of the Cultural Rehabilitation Centre will be funded by ALC and Groote Eylandt Aboriginal Trust, with NT Government providing in-kind project management for the construction of the centre. The NT Government will contribute to the operation costs over three years. Ownership of the Cultural Rehabilitation Centre will rest with Anindilyakwa Royalties Aboriginal Corporation.

In line with the actions of the Implementation Plan, a Community Justice Group has been established for the Groote Archipelago. The Community Justice Group's priorities are to advise on the Cultural Rehabilitation Centre facility, participate in Community Courts and support community safety initiatives on the Groote Archipelago. Community Justice Group is made up of TOs and is a key forum through which local decision making is taking place.



A Community Justice Coordinator was recruited in October 2022 by the ALC and is based on Groote Eylandt. A key responsibility of the role is to provide facilitation support and build the Community Justice Group's capacity to drive implementation of law and justice reforms and programs. The role serves as a contact for the Community Justice Group in working with other stakeholders including Courts, NT Police, Diversion and other service providers and will help the Community Justice Group to plan and keep track of its priority areas of focus, and review these over time (ALC, 2023).

The ALC, GEMCO and, NT and Commonwealth Government have supported the Peacemaker Program, Spotters Program, GEBIE GANG and Night Patrol to deescalate conflict and reduce anti-social behaviour with great success.

Over the past 5 years, there has been growth in the number of programs available to Warnumamalya youth and young adults that have provided positive outlets that support well-being and engagement with community and culture including the Preserving Culture Programs, Bush Fit Mob sport and recreation, GEBIE Gang Youth Mentoring Program and others.

In 2021, the Bush Fit Mob were provided with three-year funding from NT Government and ALC to deliver the Community Youth Diversion Program across the Groote Archipelago for young people aged 10-17 who had come into contact with the youth justice system (ANU, 2022 p.125). The program delivers a range of activities that include service to community, interaction with elders, involvement in cultural and civic activities. Groote Eylandt and Milyakwburra Youth Development Unit is also delivering diversionary services on behalf of Territory Families.

The Peacemaker Program provides community members with mediation training through the NT Attorney Generals Community Justice Centre and Northern Territory Alternative Dispute Resolution. Peacemakers work in pairs or teams and may become aware of growing tensions through family connections and their observations from living in community. The Spotters Program and Night Patrol monitor community and raise local issues to the Peacemakers and Community Justice Group. Often community members contact Peacemakers directly to seek their intervention, to facilitate dialogue and mediate matters. The strategies used are aligned with culturally



appropriate approaches. The programs work in cooperation with the police, judiciary, Department of Corrections, Probation and Parole and grief counselling services. When required community members are linked with relevant support services. These programs are an important component of the law, justice and rehabilitation strategies to support the outcomes sought in this space.

The Social Indicators Report (ANU, 2022) provides detailed review and analysis of the demographic, types of offences and trends for the Groote Archipelago (ANU 2022, from p109- 131). The Social Indicators Report presents statistics and reviews the multifaceted ways in which individuals are interacting with the justice system. The insights provided in this report will support stakeholders in sharpening the strategies to achieve the outcomes sought by TOs of the Groote Archipelago.

The ANU Social Indicators Report (2022, p.128) found that there has been a steady decline in youth offending on the Groote Archipelago, to the point where youth offending is now minimal, which has led to the corresponding reduction in youth detention where numbers in 2021-22 have fallen to virtually zero.

Predominantly, the majority of offenders on the Groote Archipelago have been consistently male. Over the 2017-2021 period an annual average of 8% of the Indigenous adult male population in the Groote Archipelago was received into custody or detention (ANU 2022, p.101). Lower-level interaction with the justice system via police and the courts are more prevalent (ANU 2022, p.101).

The Social Indicators Report (ANU, 2022) found that since 2017 older males (30+) have offended in increasing numbers with a present level at over 100 per annum. This is at a higher rate than the number of 18-29 year old male offenders at present (ANU, 2022).

While the rate of female offending is far lower on the Groote Archipelago compared to males, a recent rise has been recorded amongst older females (30+) as well as young adult females (18-29) (ANU, 2022). Noting that these figures are taken in isolation from the full Social Indicators Report, the data stated above highlights the need for further analysis of the findings of the Social Indicators Report (ANU 2022) and for consideration to be given to what additional targeted strategies are needed to support the 30+ demographic and the female cohort in order to curb these trends.



Challenges/Risks
<ul style="list-style-type: none">-Costs of capital works projects are increasing which is impacting the cost of the Cultural Rehabilitation Centre.-The Law, Justice and Rehabilitation LDMA Implementation Plan only commits NT Government to covering operating costs of the Cultural Rehabilitation Centre for a period of three years.-The Cultural Rehabilitation Centre targets one cohort of offenders and continued/additional strategies must support other cohorts.
Critical Success Factors
<ul style="list-style-type: none">-That the Community Justice Group's role is strengthen as capacity is built over time.-The Cultural Rehabilitation Centre sets a benchmark for the on-country, TO led rehabilitation program to secure continued funding and be recognised as a blueprint for other communities.-TO involvement in the Community Justice Group.-NT Government and Justice system continued support and advocacy for the community-led and Local Decision Making model.-Implementation of Sentence to a Job and Groote parole with builders trial.
Strengths
<ul style="list-style-type: none">-Strong foundations have been set for the programs and governance framework to achieve positive outcomes.-Steady progress made already on the establishment of the Cultural Rehabilitation Centre.-There are a number of diversionary and community engagement programs that are successfully engaging with community.

Goals
<p>That the number of Anindilyakwa people in the justice system is on a declining trend, that Anindilyakwa culture is respected in the justice system and Anindilyakwa involvement and leadership is utilised in the law, justice and rehabilitation system.</p>



Outcomes	
LJR01	Increased responsibility and leadership of the Anindilyakwa people in managing and responding to law, justice and rehabilitation matters on the Groote Archipelago.
LJR02	The number of Anindilyakwa-speaking people in the justice system is on a declining trend.
LJR03	Eligible male youth are receiving tailored rehabilitation services on country guided by Anindilyakwa leadership and cultural values in a purpose-built Cultural Rehabilitation Centre.
LJR04	The Groote Archipelago Cultural Rehabilitation Centre becomes the benchmark in rehabilitation services in Australia that has a positive impact on participants.
LJR05	The Community Justice Group is led by Anindilyakwa cultural values and leadership, positively engages with community and supports community education, and establishes a Community Courts to service the Groote Archipelago.
LJR06	Evidence based strategies are implemented that are responsive to the Groote Archipelago context and appropriate for the demographic in need of support.



6-05 Health and Wellbeing

Baseline Documents
Health and Wellbeing LDMA IP (2022)
Recommendations from Alcohol Review (to be finalised).

The Health and Wellbeing LDMA Implementation Plan was signed in November 2022, around the same time as the preparation of this section of the Strategic Plan 2023-33. The content presented here therefore draws directly from the Health and Wellbeing Implementation Plan on the priorities and outcomes sought.

The Health and Wellbeing LDMA Implementation defines health for Anindilyakwa people as a state of complete physical, mental and social wellbeing, not merely the absence of disease or infirmity (ALC and NTG 2022).

6-05-01 WHSAC and working collaboratively

The Warnumamalya Health Services Aboriginal Corporation (WHSAC) is an Anindilyakwa-controlled entity established in 2021, and a signatory to the Health and Wellbeing LDMA Implementation Plan.

NT Health and WHSAC have committed to forming a strong partnership and working together with other services providers to improve and strengthen the health and wellbeing services delivered within the Groote Archipelago.

NT Health will work with WHSAC to establish a Health and Wellbeing Advisory Group. The objective of the Advisory Group will be to:

- Increase Anindilyakwa participation in the strategy and planning development for primary health care and related health services in the Groote Archipelago, including the provision of advice and recommendations to NT Health and other relevant agencies on the effective (and culturally appropriate) delivery of health and wellbeing services;
- Oversee the progress of the Health and Wellbeing Implementation Plan; and
- Strengthen the NT Health services delivered within the Groote Archipelago in line with priorities identified by WHSAC and NT Health.

The parties to the Health and Wellbeing Implementation Plan have committed to ensuring that WHSAC's capacity and capability is built



and that it is properly resourced to support the agreed strategies under the Implementation Plan.

While Aboriginal community controlled primary health services remains a long-term goal, Anindilyakwa leaders have expressed a desire for NT Health to continue to provide primary health care and related services within the Groote Archipelago for the foreseeable future.

In time, WHSAC will be in position to realise its aspiration to deliver health and wellbeing programs on the Groote Archipelago. The parties to the Health and Wellbeing LDMA IP have committed to support the transition of programs to community control in the future.

To support informed decision making on the health and wellbeing needs of the Groote Archipelago communities, regional data is needed to ensure strategies are targeting the greatest area of need. The parties to the Health and Wellbeing Implementation Plan have agreed to put in place the necessary arrangements to share data,

subject to requirements of relevant privacy legislation, to inform local decision making.

The importance of TOs having access to relevant data to support evidence-based decision making is a key area of focus across this Strategic Plan 2023-33 (refer 6-17 Data Governance).

The recently completed Social Indicators Report (ANU 2022) provides informative data and comparative analysis of the health and wellbeing indicators on the Groote Archipelago to support the development of appropriate strategies.

The growth rate of the resident Indigenous population of the Groote Archipelago has been in decline since 2001. There are three elements that contribute to change in population which is births, deaths and migration. The main driver of demographic change on the Groote Archipelago has been a decline in fertility, especially among women aged 15-24 years. Fertility is now well below replacement levels and amongst the lowest rates in the world (ANU 2022, p.39).

Findings relating to fertility, mortality rates and population projections is an area that warrants further analysis to support TOs in identifying



strategies to ensure that the Anindilyakwa population is strong for generations to come.

6-05-02 Primary Health Care

Primary Health Care on the Groote Archipelago is delivered by NT Health in Angurugu, Alyangula, Milyakburra and Umbakumba. Locally based General Practitioners share their time across all four communities. Emergency medical response services are provided on a 24 hour, seven days a week basis from Alyangula and emergency evacuations can be made to Darwin or Gove by Care Flight. A variety of allied health and specialist medical services also visit the Primary Health Care centres providing care closer to home.

NT Health has committed to working with WHSAC, through the Health and Wellbeing Advisory Group to identify options and implement ways to improve timely access to health care and medical intervention for Anindilyakwa people across Groote Archipelago. Issues such as the placement of professional health staff in communities will be explored and solutions sought.

6-06-03 Increase local service delivery capacity and workforce

The Health and Wellbeing Implementation Plan will improve local service delivery capacity utilising two key strategies. The first relates to the recruitment and placement of professional health staff on the Groote Archipelago and the second strategy relates to building an Anindilyakwa health and wellbeing workforce. These are discussed in turn.

The need for quality health care providers to be based on the Groote Archipelago is a priority issue for Anindilyakwa people. NT Health have a number of fully funded positions that are currently not based on the Groote Archipelago due to a severe under-supply of suitable housing. Some of these positions are currently based in Darwin or Nhulunbuy, while others are new or vacant positions that will be recruited to.

Stakeholders will work together to confirm the number of houses needed to accommodate health professionals on the Groote Archipelago. The ALC and GHAC have worked collaboratively, and plans are progressing to develop suitable accommodation at Little Paradise that will be made available to NT Health through long-term



lease back arrangements (refer to 6-02-5 Economic Development: Residential Village at Little Paradise).

The second strategy is to build and expand the Anindilyakwa workforce in the health and wellbeing service delivery sector. This will set the foundations for the transition to a community-controlled health and wellbeing sector. These opportunities must be implemented in the short-term to build capacity. Actions include increasing awareness and interest among youth in health and wellbeing jobs through working with community schools and families. Parties will work together to determine the best means to support accredited training for Anindilyakwa in the health and wellbeing sector. Building a care workforce of local community members will also include providing disability employment opportunities for people living with disabilities in community.

6-05-04 Aged Care and Disability

While the majority of the actions in the 15 Year Strategic Plan 2021-27 were addressed over the last 10 years. The actions pertaining to aged care and disability have proved challenging and the need for

appropriate aged care and disability services and infrastructure is becoming an ever more pressing issue.

The Groote Archipelago's senior population is expected to nearly triple in the next 15 years (ALC and NTG, 2022) which will increase pressure on health services and aged and disability care services (ANU 2022 p.40). The signing of the Health and Wellbeing Implementation Plan in 2022, provides a collaborative commitment for action in this space.

Currently, the aged care and disability services on the Groote Archipelago is delivered by the East Arnhem Regional Council. Under the LDMA, local government has been identified for transfer to community control (refer to 6-06 Local Government). If the transfer of local government to an Anindilyakwa-controlled authority is approved by stakeholders, it is envisaged that the transfer of services including aged care and disability would occur in the later part of the 2024 calendar year.

The model under which aged care and disability services will be delivered on the Groote Archipelago will need to be defined.



Preliminary matters that will need to be addressed include determining:

- local capability and capacity to operate an aged care and disability service;
- viability and suitability to bring in an aged care and disability service provider to run the service and on what timeframe and scope;
- Options of whether aged care and disability services are brought under the oversight of WHSAC, or transfers with the other East Arnhem Regional Council responsibilities to the new local government authority, or an alternative suitable arrangement.

The defined new model will also need to specify scope of service, service expansion plans to meet current and future needs, funding model and how local capacity will be built.

Currently, the ALC provides supplementary ALRA s.64(3) funding to support respite arrangements for the elderly and disabled, for the purchase and supply of medical aides and devices, supply care packages to terminally ill patients and minor house modifications to

support the aged and disabled. With the transfer of aged care and disability to an Anindilyakwa controlled entity, funding for aged and disability care can be pooled and streamlined.

The Commonwealth, while not a signatory to the Health and Wellbeing LDMA Implementation Plan, has committed to participating in local capacity building relating to aged care and disability services on the Groote Archipelago.

6-05-05 Machado Joseph Disease

Machado Joseph Disease (MJD) is a genetic neuro-degenerative disease. There is currently no cure, and individuals living with the disease are progressively unable to use their muscles until they become wheelchair bound and completely dependent on others.

Recent figures provided by the MJD Foundation shows 25 confirmed cases of MJD within the Groote Archipelago in 2022, with a further 184 people at risk and a 25-50% chance of inheriting the gene (ANU, 2022). Research also indicates that Anindilyakwa people have an aggressive strain of MJD which affects each generation earlier. The



prospect of there being between 50-100 active cases in 15 to 20 years appears to be valid (ANU, 2022).

The growing number of cases, the age at which individuals become symptomatic and the increasingly rapid onset of symptoms has implications for the type of support required to care of MJD clients.

Greater high need care services and facilities are required on the Groote Archipelago to provide an appropriate level of care to MJD clients that is currently unavailable on the Groote Archipelago and must expand to meet future needs.

The projection that most MJD clients will be under 50 years of age also requires approaches that cater to this cohort that will have different needs to older clients.

The MJD Foundation is the peak body representing the interests and needs of MJD clients nationally. The ALC and WHSAC have committed to working closely with the MJD foundation on appropriate support and care for MJD clients.

6-05-06 Alcohol, drugs and tobacco

Substance abuse, particularly ganja (marijuana), has long been a problem in the Groote Archipelago, causing havoc and pain. Ganja use is considered to produce significant social, psychological and psychiatric harms for Anindilyakwa people, and compounds the negative effects of poverty, unemployment and disengagement from the community.

Witnesses also report an association between ganja use and high rates of suicide and domestic violence within remote communities. It is expected that the serious long-term effects of ganja use will become more evident over time, as effects take hold in populations currently engaged in habitual and heavy use.

Alcohol abuse on the Groote Archipelago was a significant issue up until 2005, when the Anindilyakwa people, through the ALC, made the decision to ban alcohol except under very tight regulation. As a result, the Groote Archipelago is a General Restricted Alcohol Area where a system of liquor permits enables possession and consumption of alcohol in selected localities.



The ALC and NT Department of Chief Minister and Cabinet have engaged an expert consultant to undertake an independent and timely review of the current alcohol permit system in the Groote Archipelago in consultation with key stakeholder groups and the wider community. Work is progressing to complete the review, as at August 2023.

WHSAC will lead the development of a holistic strategy and action plan to tackle substance misuse, specifically marijuana, within Groote Archipelago, in consultation with community and relevant stakeholders.

WHSAC will lead the implementation of the substance misuse strategy and action plan, in consultation with community and relevant stakeholders.

WHSAC will lead the development of a holistic approach to tackle high rates of smoking within Groote Archipelago, in consultation with community and relevant stakeholders.

6-05-07 Child health and dental health

The parties to the Health and Wellbeing Implementation Plan have committed to:

- Continued integration of health and wellbeing service at Groote Archipelago community schools under an agreement with NT Department of Education.
- Increase community awareness around the prevalence of medical conditions that can affect Anindilyakwa children including education on ways to prevent, manage and treat these medical conditions.
- To ensure that a child health nurse is based at the Independent Boarding School on Bickerton Island (refer to 6-03 Education section).
- Support parents and communities to educate children on dental care, including the use of bush medicine.
- Working together to establish a dental health program across all local schools.



6-05-08 Food security and nutrition

Part of the holistic health and wellbeing approach is ensuring that communities on the Groote Archipelago have access to nutritionally rich foods and that fresh local produce is grown. The parties to the Health and Wellbeing LDMA Implementation Plan will work together, in consultation with community groups and key stakeholders, to develop a coordinated approach to food security and nutrition for the Groote Archipelago. This will include the following commitments:

- The ALC will continue to review other potential sites for market garden locations on the Groote Archipelago and will work to ensure Anindilyakwa people take ownership of any future market garden enterprise.
- The Parties will work together, in consultation with stakeholders and community groups, to support the continued delivery of nutrition programs and vegetable garden projects in the Umbakumba, Angurugu and Milyakburra community schools.
- NT Health, NT Department of Chief Minister and Cabinet and WHSAC will work, in consultation with key stakeholders and community groups, to ensure more healthy options are available in community stores and takeaways.

- The ALC, GHAC and WHSAC will work together to progress plans to construct a community kitchen which is capable of providing freshly cooked and healthy meals to community members.

6-05-09 Mental health and wellbeing

The Parties will work together to improve access to mental health services, social and emotional wellbeing and support across all communities.

WHSAC and NT Health will work together to identify and implement actions that focus on suicide prevention, intervention and ongoing support for Anindilyakwa people living across Groote Archipelago.

There is a need for wellbeing courses that are oriented towards indigenous youth to educate and provide counsel on the usage, abuse of/from, and management of social media. Observation and evidence suggest that many youth and young adult suicides, are linked to or have partially contributed to, or have been exacerbated by social media.



6-05-10 Infrastructure to support health and wellbeing needs

There are a number of infrastructure requirements that have been identified under the Health and Wellbeing LDMA Implementation Plan to support meeting the health and wellbeing needs of the Groote Archipelago communities. These include proposals for:

- The Angurugu Flexible Aged Care Centre to become a multi-functional 24/7 residential care facility including the expansion of the number of beds required in the future.
- Community consultation to inform expansion of current aged and disability care services including whether services for aged, disability and MJD are to be centralised into one complex for the whole of Groote Archipelago (Health and Wellbeing LDMA Implementation Plan, p.9).
- Upgrading the dialysis unit in Angurugu and better utilisation of the self-service renal facility in Umbakumba which is currently not operational.
- Auditing existing community buildings to determine accessibility.
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- Ensuring community buildings adhere to Australian building code standards for accessibility.
- NT Health and ALC working to upgrade the existing Alyangula morgue to increase its capacity.
- NT Health and WHSAC exploring options for future morgue facilities in communities on Groote Eylandt and Bickerton Island.
- Development of a multi-purpose facility (including determining services to be delivered from it and building design) in Angurugu informed by NT Health clinical services planning to identify current and future needs of the Groote Archipelago population.
- Improve building and IT Infrastructure to accommodate telehealth services across all three main communities including suitably sized rooms to accommodate inclusion of family members.
- A separate culturally appropriate wellbeing space in Angurugu for Anindilyakwa people to access counselling and psychological support services.

Challenges/Risks

Getting the residential village at Little Paradise built to house health workers to bring additional professional health services to the Groote Archipelago.



Recruiting a suitable person to the WHSAC Project Officer position.
Critical Success Factors
Upskilling and training to build Warnumamalya capacity in the health and wellbeing workforce.
Strengths
WHSAC has worked closely with NT Department of Chief Minister and Cabinet and NT Health to develop the Health and Wellbeing Implementation Plan, the strong collaborative relationships will be instrumental in delivering the implementation plan.

Goals
Health and wellbeing services are provided on the Groote Archipelago to meet the needs of all community members supported by strong local decision-making and increased local capacity on the Groote Archipelago.

Outcomes	
HW01	Health and Wellbeing stakeholders (ie NT Health, WHSAC, Department of NT Chief Minister and Cabinet and Commonwealth) working constructively to strengthen and expand primary health care and related services on the Groote Archipelago, including improved access to care, in line with TOs priorities and needs.
HW02	Anindilyakwa people are involved in strategic planning, program development and assessing the effectiveness of primary health care and related health services including the provision of advice and recommendations to NT Health and Commonwealth agencies, through established governance structures such as WHSAC and the Health and Wellbeing Advisory Group.



HW03	Local service delivery capacity is increased by recruiting health care professionals to live and work on the Groote Archipelago and appropriate accommodation is available.
HW04	The Anindilyakwa workforce is increased by utilising a range of strategies including formal training, work experience, implementing programs that build a care workforce of local community members and employment opportunities for people living with disabilities.
HW05	An Aged Care and Disability services model is in place that achieves an appropriate level of care for Anindilyakwa people including home and community care services, and that meets the needs of MJD clients on the Groote Archipelago.
HW06	Primary health care, wellbeing and related services infrastructure requirements (refer to 6.4 p.10 Health and Wellbeing LDMA Implementation Plan) are met.
HW07	WHSAC is properly resourced and has built capacity to support the agreed strategies under the Health and Wellbeing LDMA Implementation Plan including transition of services to community control.
HW08	Reduced impact of substance misuse on community health, safety and wellbeing.
HW09	Improved child health and dental health through support and programs in partnership with Anindilyakwa community schools including the College.
HW10	The Groote Archipelago communities have increased access to healthy food options including fresh produce grown on the Groote Archipelago and nutrition programs and vegetable garden projects are delivered at Anindilyakwa community schools.
HW11	Anindilyakwa people have improved access to mental health, social and emotional wellbeing services and support across all communities to address identified needs.
HW12	A sustainable growth rate of the Anindilyakwa population is defined and the Anindilyakwa population is growing at that sustainable rate.



6-06 Local Government

Baseline Documents

Groote Archipelago Local Decision Making, Local Government Reform Position Paper (ALC n.d)
Anindilyakwa Regional Local Government Council. Future Service Considerations (KPMG 2022)
Local Government LDMA Implementation Plan (NTG and ALC 2023)

6-06-01 Groote Archipelago Regional Council.

In 2018, the ALC and NT Government signed the landmark Local Decision Making Agreement and within it identified Local Government reform as a key focus area to shift decision making and responsibility to rest with Anindilyakwa and to be based on the Groote Archipelago. The service delivery model in the LDMA Agreement encompasses excising the Groote Archipelago region from the East Arnhem Regional Council's boundary area and the establishment of a new regional council for the Groote Archipelago under the *Local Government Act 2019* (NTG and ALC, 2023).

Detailed assessment and analysis of the legal and financial considerations were carried out and community consultation informed the proposed changes, including a new round of talking to community in November 2021, to confirm continued support for the establishment of the Groote Archipelago Regional Council and a smaller East Arnhem Regional Council.

As part of the 2023-24 NT Budget, NT Government formally approved the establishment of the new Groote Archipelago Regional Council and has committed transition and establishment funding in 2023-24 and 2024-25. The decision now enables the transition manager of the new council to enter discussions with the ALC and East Arnhem Regional Council to establish the new council and transition services and assets. The East Arnhem Regional Council will continue to operate in the Groote Archipelago region under its current structure until general elections for the new council are held. These are anticipated to occur in the first half of 2024.

The Local Government LDMA Implementation Plan was signed in July 2023 and is the primary reference document for the proposed



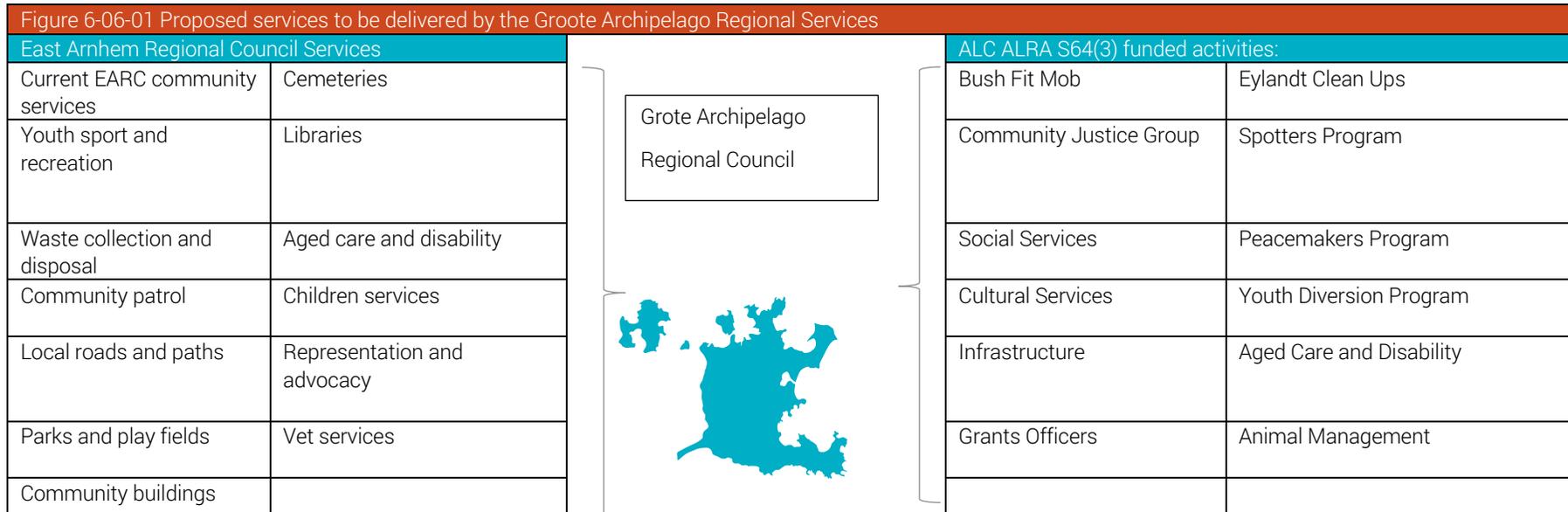
changes. The key objectives of the Local Government LDMA Implementation Plan are to:

- Support the successful establishment of the Groote Archipelago Regional Council including ensuring it has the necessary financial and non-financial support to provide sustainable services into the future.
- Support the fair and equitable transfer of assets, human resources, contracts, agreements and other resources and the transition of agency services currently provided by East Arnhem Regional Council to the Groote Archipelago communities to agreed services provided and/or the Groote Archipelago Regional Council.
- Set out the proposed processes for the consideration of the future local government services for the mining township of Alyangula (NTG and ALC, 2023).

A key component of the Local Government reform relates to the transfer of the functions and responsibilities of municipal and other essential services for the Groote Archipelago from the East Arnhem Regional Council to Groote Archipelago Regional Council.

The move to the Groote Archipelago Regional Council, will create efficiencies and improve the governance of essential service delivery by streamlining funding that is currently supplemented by the ALC to fulfill service delivery needs on the Groote Archipelago that fall within the remit of the East Arnhem Regional Council or would provide a better fit for delivery through the Grote Archipelago Regional Council.

The diagram below shows the services currently under East Arnhem Regional Council responsibility on the left and the ALC royalty funded programs on the right:



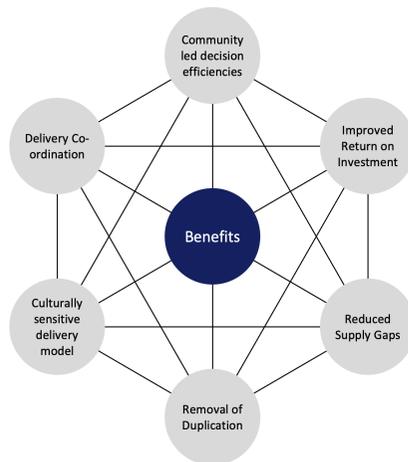
The ALC contributions to these programs is approximately \$6.5 million annually, which supports 47 jobs on the Groote Archipelago. The ALC has also offered other in-kind and support

arrangements to provide the greatest opportunity for the successful establishment of the Groote Archipelago Regional Council.



There are a number of benefits that will be realised with the establishment of the Groote Archipelago Regional Council including community led decision efficiencies, removal of duplication between parallel services funded by the East Arnhem Regional Council and ALC, improved service delivery co-ordination, reduction in supply gaps by directing funding efficiencies into areas that require additional resources, and delivery models that are culturally sensitive and informed by TOs who are knowledgeable about the needs of their communities (KPMG, 2022).

Figure 6.06.1: Benefits of the Groote Archipelago Regional Council



16-15-01 Groote Archipelago Local Governance Reform:

A guiding principle of the Anindilyakwa people and of this Strategic Plan 2023-33 is self-determination pursuant to the United Nations Declaration on the Rights of Indigenous Peoples 2007.

Ultimately, the ALC sees this vision being fulfilled through a treaty (refer to 6-15 Advocacy and Collaboration), a legally binding instrument that will recognise the Anindilyakwa people as the sovereign owners of the Groote Archipelago and provide for substantive self-governance.

The ALC sees local governance reform as a pathway to a treaty and true self- governance.

An important aspect of the push for self-governance on the Groote Archipelago is to have one, Anindilyakwa-controlled governance body. While the Groote Archipelago is a small population, there is a myriad of disparate entities responsible for governance, administration and service delivery. It is critical that a new local government entity is set up to facilitate cooperation and a unified



vision between these entities. Such cooperation must be structurally sound, administratively efficient and legally binding.

To achieve this the ALC has proposed the Local Governance Model presented in the diagram below:



The new model proposes to establish a Regional Governance Committee, which would replace the Groote Eylandt Executive Steering Committee and have the following core features:

- **Anindilyakwa control:** membership would be majority Anindilyakwa controlled, comprising primarily of three nominated ALC Board members and three nominated elected members of the new Groote Archipelago Regional Council (noting the transition manager would represent the interests of the new council until it has received elected members).
- **Strong Government Participation:** NT Government and Australian Government representatives would participate as observers and advisers. It is expected that the same level of coordinated partnership and participation of senior government delegates as the Groote Eylandt Executive Steering Committee would continue with the Regional Governance Committee. There would also be the possibility for membership or participation by other appropriate stakeholders, including entities supporting the LDMA and Implementation Plans, Police and South32.
- **Consensus Forum:** it is intended that the Regional Governance Committee will operate as a consensus forum, rather than a board-style voting entity.
- **Strategic Focus:** the Regional Governance Committee would meet quarterly and focus on high level policy, including the



allocation of funding/contracts for key service delivery, member reporting and strategic alliance and efficiency. It is expected that key commitments would also be sought from the Regional Governance Committee, including (for example) the endorsement of government funding decisions, third-party service contracts in the community and funding requests from stakeholder organisations.

By installing a Regional Governance Committee by contract, this model could be introduced quickly without requiring legislative change. Over time, it is envisaged that the Regional Governance Committee will grow in responsibility, and ultimately transform into a regional authority and a treaty body. When the Regional Governance Committee develops into a regional authority, it could also include directly elected members.

The strength of this model is that it provides a clear pathway to self-governance while offering a stable transition that sets up the Anindilyakwa people for success.

In the ALC's view, this pathway also aligns with the recommendations from both the Indigenous Voice Co-Design Report and the NT Treaty Commission Discussion Paper (refer 6-15 Advocacy and Collaboration).

Importantly this model does not extend the powers of the ALC beyond its statutory remit; rather, it will establish and empower one, united leadership model so that the local government reform does not leave the Groote Archipelago with two sets of leadership and no formal mechanism of partnership and unity.

While beyond the scope of the Local Government LDMA Implementation Plan (NTG and ALC 2023) the future aspirations of a Regional Governance Committee is captured in the Implementation Plan under section 9 on page 10.



Challenges/Risks
- The complexities of separating and apportioning the finances, assets and resourcing of East Arnhem Regional Council to the Groote Archipelago region.
Critical Success Factors
-Continued commitment from East Arnhem Regional Council and the NT Government to work towards an Anindilyakwa controlled model. -Appropriate financing and allocation of assets and resources to the Anindilyakwa Regional Shire that meets NT Governments obligations.
Strengths
-NT Government and East Arnhem Regional Council support for the model. -Ability for ALC to provide funding for some programs under the new entity. -Signing of the Implementation Plan and appointment of the Transition Manager signal major progress.

Goal
An Anindilyakwa-controlled entity that boosts and enhances municipal and essential services on the Groote Archipelago.

Outcomes	
LG01	Successful establishment of the Groote Archipelago Regional Council including ensuring it has the necessary financial and non-financial support to provide sustainable services into the future.
LG02	Fair and equitable transfer of assets, human resources, contracts, agreements and other resources and the transition of agency services currently provided by East Arnhem Regional Council to the Groote Archipelago communities to agreed services providers and/or the Groote Archipelago Regional Council.
LG03	The future local government services for the mining township of Alyangula are defined.



6.07 Protect, Maintain and Promote Culture

Baseline Documents:

TBC

The TOs of the Groote Archipelago are from one of the oldest living cultures in Australia. They are united by a common ancient language, a shared kinship system and the collective participation in ceremony and ritual that celebrate a complex system of songlines (Figure 6.07.1). These songlines celebrate amalawudawarra, the journeys of the ancestors, and unite the 14 Anindilyakwa-speaking clans with their cultural allies on the adjacent mainland – the Nunggubuyu. The Anindilyakwa-speaking people collectively refer to themselves as Warnumamalya.

Warnumamalya endeavour to preserve and transmit knowledge of their traditional lifestyles. The maintenance of cultural and traditional practices form an important part of life on the Groote Archipelago. Contemporary ceremonial practices are a continuum of those which have existed since their totemic ancestors created the land, the sea and ceremonial law at the beginning of time.

Figure 6.07.1: Anindilyakwa Songlines (ALC, 2011)



There are three key and interlinked components that forms the Vision statement:

- Protect the ancient beliefs, customs and practices that relate to land and sea including sacred sites and the protection of songlines through a range of mechanisms including legal protections, record and safe-keeping.
- Maintenance of culture relates to keeping culture and knowledge a live. This includes the active practice of cultural activities as part of life on the Groote Archipelago and ensuring that young people



today have a deep understanding of their culture so that they can be the confident custodians and leaders of the Anindilyakwa culture for future generations.

- The promotion of culture relates to the sharing of culture with the broader community. Culture can only be shared if it is protected and maintained. The sharing of culture includes the viewing of culture as an asset and seeking opportunities for others to understand and experience the Anindilyakwa culture. Living and holding knowledge about the world's most ancient culture and promoting that to the outside world provides an opportunity for TOs and in particular future generations to harness this unique asset to strengthen the Groote Archipelago communities.

The protection, maintenance and promotion of Anindilyakwa culture is subject to risk and challenges. Concerns remain among elders that the younger generations are not knowledgeable of, or are not practicing Anindilyakwa culture. Pop culture and social media provide alternative distractions to the desire from young people to engage with the Anindilyakwa culture.

There is evidence that, while the Anindilyakwa language is among one of the world's strongest living ancient languages, it is increasingly being spoken in non-traditional forms that is mixed with other languages such as Nunggubuyu or English.

There is also the risk that young people being educated off island are losing their culture and there is a desire that particularly primary school aged children receive a strong culturally and academically balanced education on the Groote Archipelago (refer to 6-03 Education).

The protection and preservation of sacred sites and songlines continues to be prioritised and the risk of developers and visitors to the Groote Archipelago damaging and disrespecting places of cultural significance is a risk that is given ongoing attention.

Critical success factors to the protection, maintenance and promotion of Anindilyakwa culture, is the engagement with Elders to record their knowledge deemed to be of significance and to pass on their knowledge to the next generation.



Meaningful engagement with young people to transmit culture must be embedded through funded programs. Programs currently run by the ALC's Preserving Culture department, support for funerals and ceremonies and other cultural programs are largely funded by mining royalty derived monies.

In a post-mining economy, it is critical that identified prioritised programs that are critical to protecting, maintaining and promoting Anindilyakwa culture are supported without the need to generate income to be viable.

The ALC has supported the establishment of investment and enterprising models to support cultural activities and programs (refer to 6-02 Economic Development and 6-14 Financial modelling and analysis).

Increasingly, technology is and must continue to be adopted to support the protection, maintenance and promotion of culture.

The growth of the cultural economy and bringing cultural approaches into the mainstream services on the Groote Archipelago is important to growing the cultural economy and to secure the future wellbeing

and prosperity of the Groote Archipelago. The cultural economy is discussed further in sections 3-01 Culture and the Economy on the Groote Archipelago and 6-02-3 Tourism.

On the Groote Archipelago cultural programs and activities are being strengthened in line with the priorities of TOs that was articulated in the 15 year Strategic Plan (2012-27). Over the last 10 years, there has been an injection of funding and resources that has brought the protection, maintenance and promotion of culture into a new realm on the Groote Archipelago.

In 2013, the ALC commissioned the construction of three Cultural Centres in Angurugu, Umbakumba and Milyakburra. The Cultural Centres, funded by a Commonwealth grant from the Aboriginals Benefit Account, provides spaces where a range of traditional and contemporary cultural activities can take place.

Based at the Cultural Centres in community, and the Art Centre at Alyangula, the ALC's Preserving Culture department runs a range of programs including Anthropology, Arts, Music, Broadcasting, Language, Media and Men's Shed. The programs are utilised by all



community members to actively participate in culturally based activities both in its traditional forms as well as adopting the use of technology in contemporary forms of cultural expression (refer to 3-01 Culture and the Economy on the Groote Archipelago).

The work of the ALC Preserving Culture Department over the coming years will be to sharpen and expand the programs that it runs in line with the strategic focus of maintenance, sharing and recording of culture.

Preserving Culture will identify programs that are core, critical programs prioritised by TOs and which must be supported, if not through self-funded means then through other means.

Opportunities to harness and grow cultural enterprises that can generate an income with the goal of being self-sustainable and viable will also be identified.

Within the ALC, the Preserving Culture department, with its strong TO leadership and participation, provides the ideal structure (along side the ALC Land and Sea Department) to organically grow cultural enterprise opportunities that TOs wish to pursue. Tourism development is one such area that can be harnessed on a small scale with TOs for future growth of the sector (refer to 6-02-03 Tourism).

Challenges/Risks

- Valued elements of culture is not passed down to the younger generations and are lost.
- Distinguishing between the preservation of cultural activities and practices in their traditional forms, and allowing for elements of culture to evolve and be expressed in contemporary ways.
- Joint agreement by TOs on cultural conventions ie Language protocols, art forms.
- Loss of language and culture through fusion with other cultures and the influence of pop culture.



Critical Success Factors

- Elders participation in the protection, maintenance and promotion of culture.
- Continued prioritisation of cultural activities and programs.
- Cultural knowledge and approaches being adopted into mainstream services to improve service design and delivery (particularly across the LDMA focus areas).
- Adoption of new technology to support the protection, maintenance and promotion of culture.
- Funding for cultural programs and activities is prioritised.
- The cultural economy continues to grow and provides sustainability and viability for cultural practices.

Strengths

- Despite the challenges and risks, Anindilyakwa culture and language is strong.
- Cultural Centres in Angurugu, Umbakumba and Milyakburra provide spaces to carry out cultural programs.
- TOs have prioritised the protection, maintenance and promotion of culture and have the means and long-term plans to support and fund cultural activities through the Anindilyakwa Mining Trust and other investment plans.
- The ALC's Preserving Culture Business department provides the structure and support to harness cultural enterprises.

Goal

Warnumamalya led programs sustaining, sharing and celebrating strong culture.

Outcomes

PC01	Building capacity and succession, facilitating (assisting) intergenerational transfer of knowledge.
PC02	Physical and digital workspaces are accessible and culturally safe.



PC03	Mutually beneficial cross-cultural collaboration is achieved.
PC04	The Anindilyakwa language (spoken, reading and writing), is strong across community and reinforced through the range of programs delivered to maintain, promote and preserve culture.
PC05	Anindilyakwa Culture is being promoted through enterprising and community-based activities.
PC06	The younger generation have a deep understanding of their culture and knowledge to be strong custodians and leaders of Anindilyakwa culture to future generations.
PC07	Technology is used innovatively to support the protection, maintenance and promotion of culture.



6-08 Land and Sea Management

Baseline Documents

Anindilyakwa Indigenous Protected Area Management Plan 2022-28 (ALC 2022a).

The Groote Archipelago has a unique environment with pristine beaches, unobstructed fresh waterways, open woodland, rainforest, red sand dunes, and rock art which is thousands of years old. The Groote Archipelago is in an enviable position in the context of the NT's, Australia's and indeed the world's natural environment. The Anindilyakwa Indigenous Protected Area (IPA) covers approximately 10,000km² of land and sea (ALC, 2022). This area is listed as a Site of Conservation Significance (NT) and is recognised for its high biodiversity values.

The ALC's Land and Sea Program is responsible for the management of land and sea on the Groote Archipelago. The work of the Land and Sea Rangers is guided by an IPA Management Plan.

Figure 6.08.1: Anindilyakwa IPA.



In 2022, the IPA Management Plan was updated and has an outlook to 2028. The Land and Sea Program is primarily funded by the NIAA to deliver the Working on Country Program and the Anindilyakwa IPA



Management Plan. Funding for Working on Country has been committed until 2028, a significant outcome that highlights the important work of the program. The Land and Sea Program is also in receipt of funding from South32 and through fee-for-service arrangements, grants and research funding.

The IPA Management Plan 2022-2028 (ALC 2022a) is the key reference document for the development of the Land and Sea Management section of the Strategic Plan and the ALC Board endorsed document is available on the ALC website.

A Cultural Advisory Committee consisting of TOs from the 14 clans, who are knowledgeable about the management of their land and sea country guides the work of the Land and Sea Program.

The Land and Sea Program is a strong employer and trainer of Warnumamalya. They provide a strong structure, knowledge and skills through which Warnumalaya can be supported to engage with new land and sea management and enterprising activities including tourism and aquaculture (refer to 6-02 Economic Development) and

the natural capital strategy and carbon offset initiatives that will form part of the Sustainability Strategy (refer to 6-09 Sustainable Futures).

The Land and Sea Program have been leveraging their social and digital media presence to promote the unique environment of the Groote Archipelago, the work of the Land and Sea Program and as an interface through which collaborations with other organisations including research institutions can connect with the work of the Land and Sea Program.

Table 6.08.01: Core Activities of the Land and Sea Program
Consultation and Planning with TOs to guide the management of the Ranger and IPA Programs and the transfer of knowledge in accordance with cultural protocols
Management of the Anindilyakwa Indigenous Protected Area (IPA) and working to the IPA Management Plan
Administration of land access permits including recreation, work and special access permits
Carrying out land closures in accordance with ALRA
Management of cultural and natural heritage
Protection of native species including marine and terrestrial, native flora and fauna, endemic, migratory and threatened and endangered species



Fire management including preservation of traditional ecological knowledge
Biosecurity matters such as invasive plants and animals, soil, vegetation, freshwater and sea country management
Community education and research including engagement with schools organising community events to raise awareness and care for country

A major undertaking of the Land and Sea Program will be to adopt new technologies to enhance program delivery including partnering with technology developers. Opportunities include utilisation of drones and LiDAR (Light Detection and Ranging) technology to capture data and images of country and to support assessment and monitor the ecosystem. Other technologies have and will continue to be adopted to support Ranger activity while working on land and sea country to create safer workplaces.

There is a desire for the Learning on Country Program to be managed from the Groote Archipelago by the Land and Sea Program (currently

managed at a regional level by the NLC). There is an opportunity for the Learning on Country program to be leveraged by the recently developed bilingual curriculum (refer to 6-03 Education) and for the schools and Learning on Country program to work in tandem to provide greater opportunities for students to be introduced to the work of the Rangers with the prospect of future employment.

The Land and Sea Program will be increasingly engaging with the work taking place in Sustainable Future (refer to 6-09). The role that the Land and Sea Program will play in this space will need to be defined and resourced.

The establishment of the College will create increased activity on Bickerton Island and the timing is right to establish a Ranger base at Bickerton Island

Challenges/Risks
- Loss of cultural knowledge of land and sea management if not transmitted to next generation;



- Protection of threatened marine life and native land animals.
- Damage to land and sea country if development is not properly planned and developed.
- Visitors not being respectful or damaging areas when on country.
- Marine debris polluting the seas and beaches, and harming animals.
- Cats, cane toads and other feral animals threatening native species.
- Weeds outcompete native plants, alter fire regimes and change native animal habitats.
- Threat and implications of climate change.

Critical Success Factors

- Looking after cultural knowledge of land and sea country and transfer of knowledge from TOs to Rangers and the next generation.
- Using cultural knowledge in the management of the Grootte IPA.
- Good Fire management practices.
- Building Rangers capability to carry out the IPA Management Plan.
- The learning on Country program as a key way to transfer cultural knowledge.

Strengths

- Strong preservation of the Anindilyakwa language and practice of culture.
- There are many sacred and significant sites that have archaeological and historical significance.
- Surveying and monitoring carried out under the Threatened Species Management Plan.
- Knowledge and use of bush resources.
- The pristine environment of the Grootte Archipelago and the unique ecosystem.



Goal
Healthy land and sea country strong with Anindilyakwa culture, where native animals and plants thrive. A self-sufficient community supported through culturally and environmentally sustainable economies generated through our Indigenous Protected Area (vision statement of IPA Management Plan 2022-2028).

Outcomes	
LSM01	Knowledge is transferred from TOs to the appropriate rangers and young people.
LSM02	TOs from different clans are taking on leadership roles in supporting the Rangers.
LSM03	The Land and Sea Rangers have the skills to do their jobs.
LSM04	Populations of threatened species and native plants are maintained within the IPA.
LSM05	Sustainable and culturally appropriate income streams are available.
LSM06	Waste is recycled and less material is going into landfill.
LSM07	Sites are cared for by the right people.
LSM08	IPA program is consulted with on development applications.
LSM09	By 2028 (end of the current IPA Management Plan 2022-28), there are no cane toads and less other feral animals than in 2021.
LSM10	By 2028 (end of the current IPA Management Plan 2022-28) there will be less weeds than in 2021.
LSM11	Marine debris isn't impacting marine species or sacred sites.
LSM12	We have a better understanding of native species and ecosystems.
LSM13	All visitors are compliant with the conditions of entry into the Groote Archipelago IPA.
LSM14	Emerging technology has been adopted to enhance land and sea management.
LSM15	Anindilyakwa people are engaged and upskilled in new land and sea management and related enterprising activities including eco-tourism, aquaculture and to support the natural capital strategy and carbon offset activities.



6-09 Sustainable Futures

Baseline Documents
Groote Archipelago Sustainability Strategy (Pollination 2023)
Groote Eylandt Emissions Inventory and Strategic Trajectory (Ndevr environmental 2022)
Pollination Strategic Renewable Energy Advice, Net Zero Strategy and Nature Strategy for GHAC (Pollination 2022).
Economic Development LDMA IP (NT Government and ALC 2019b).
GHAC Little Paradise Development Master Plan (GHAC 2022).
Invested in Our Future Groote: Building the Foundations for a Sustainable Future Cultural Economy (GHAC and ALC 2022).
Groote Eylandt Powering towards Net Zero (Hybrid Territory and BiDev 2022).

A core fundamental value held by TOs is to live and operate sustainably on the Groote Archipelago land and sea country. Sustainable Futures refers to the goal of establishing the Groote Archipelago as a green, organic, net zero, offset positive and first nations culturally led economy.

GHAC, with major responsibility on progressing economic development in the region for the post mining future, is proactively working towards establishing a net zero, nature positive economy.

GHAC has engaged with innovators and specialists in the field including climate and nature investment and advisory firm Pollination, with support drawn from Ndevr Environmental who will provide carbon accounting technical expertise.

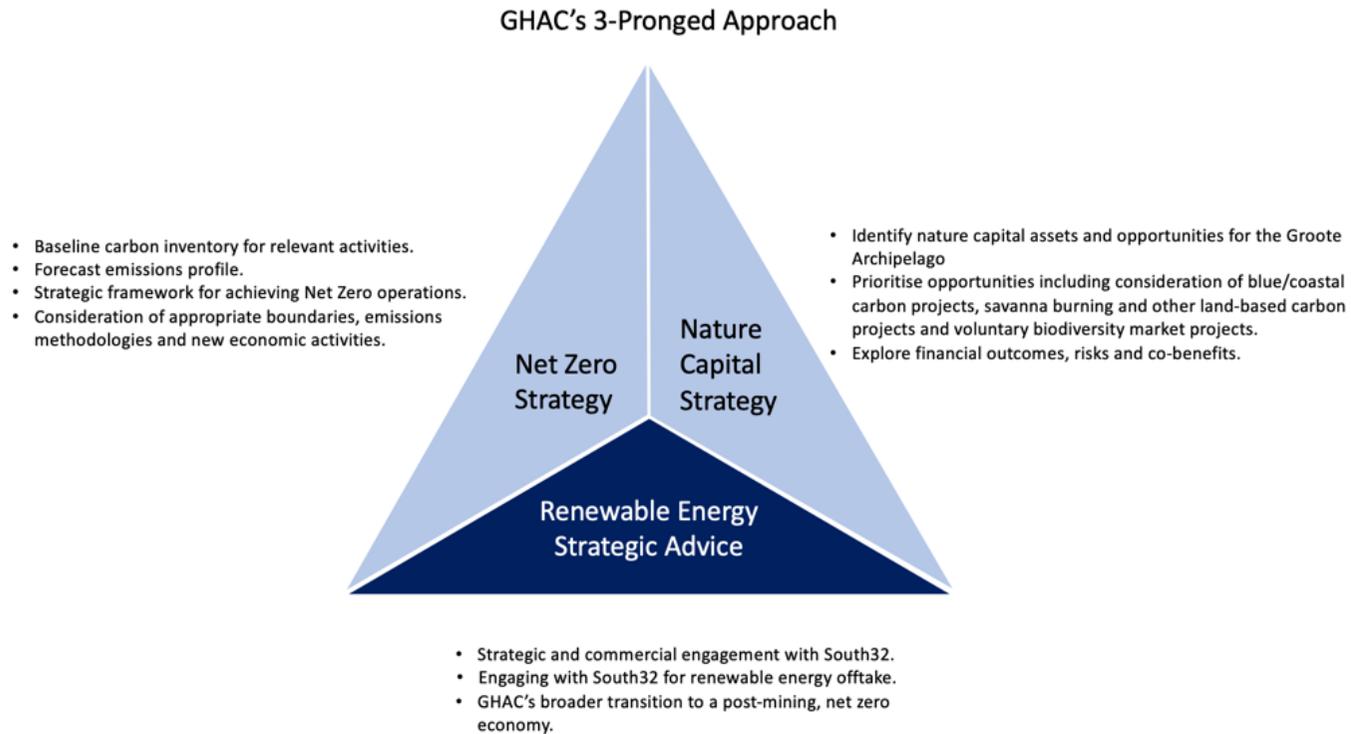
In November 2022, sought advice to inform and support the development of its Net Zero and Natural Capital strategies. GHAC identified the need for expert advice across three key topics to underpin its transition to a net zero, nature positive, post-mining economy.

Pollination provided this expert advice across three key areas:

- An approach to carry out negotiations with South32 for renewable energy offtake.
- To develop a net zero strategy to underpin its transition to a carbon offset, post mining economy for its operations.
- A scope of potential nature market opportunities.



Figure 6-09 (1) provides a summary of the three key areas:



Pollination (2022).



South32 is a key player in power generation and consumption on the Groote Archipelago. ALC and GHAC are pursuing with South32 strategic and commercial arrangements including renewable energy offtake and energy considerations to support TOs Sustainable Futures aspirations, to support economic development and to meet community requirements post-mining.

South32's GEMCO mining operations and associated staff housing is currently responsible for the majority of the energy consumption on the Groote Archipelago. At present the communities of Angurugu, Alyangula and Malkala are powered by the GEMCO diesel generated power station. Umbakumba and Milyakburra diesel generator power supply is provided by Power and Water Corporation.

Community and Stakeholders on the Groote Archipelago will be engaged to inform and define the Renewable Energy, Net Zero and Nature Capital Strategy. The Future Groote Accord (refer to 6-15 Advocacy and Collaboration) provides a mechanism through which this can happen.

A part of the Nature Capital Strategy will be the identification and scoping of nature market opportunities and natural capital assets that leverage the Groote Archipelago's unique environment including blue/coastal and biodiversity markets, local nature projects linked to rehabilitation of mined land, potential to generate carbon credit projects through existing or new savanna burning methodologies and other opportunities identified through community discussion (Pollination 2022,p.15 and 16).

Under the LDMA between the ALC and NT Government, a culturally informed commitment has been made to support sustainable long term power generation.

A staged approach is proposed for the solar power strategy which involves a series of micro-grids being established over the next 10 years starting with new projects coming on-line at Little Paradise over the next 3 years.

The staged approach will alleviate a number of challenges of establishing the renewable energy infrastructure and system on the



Groote Archipelago and will provide useful insights into the next stages of implementation.

Sustainability Strategy for the Groote Archipelago

In August 2023, Pollination completed the Sustainability Strategy for the Groote Archipelago of behalf of the ALC and GHAC to represent TO's sustainability focus and is underpinned by three core values of Community, Country and Economy. The Sustainability Strategy is a key reference document for this strategic plan.

The Sustainability Strategy is built on four key pillars of:

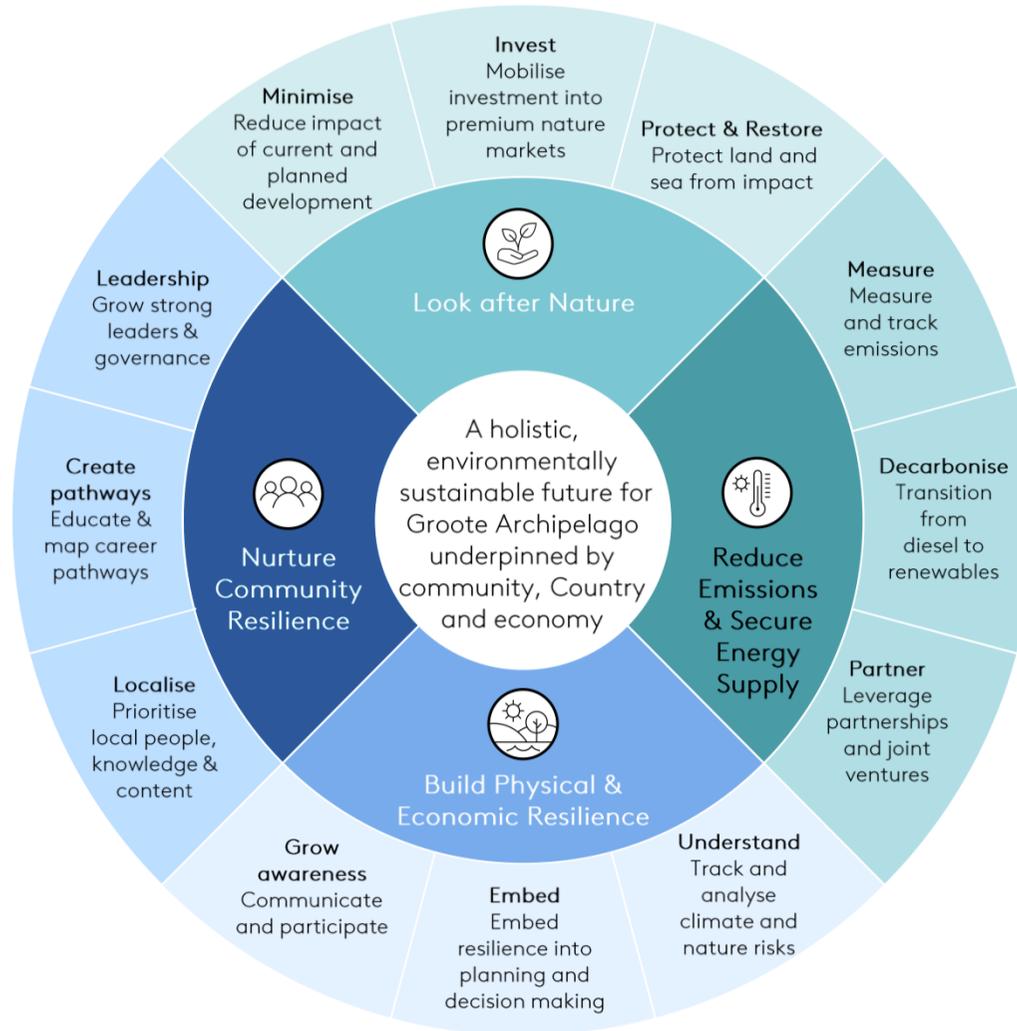
- Looking after nature – Preserve and restore Groote's unique natural capital and develop a post-mining, nature -based economic future.

- Reducing emissions and securing energy supply – Establish reliable renewable energy supply for the Groote Archipelago which is critical to the sustainable development of new industries, while supporting the decarbonisation of existing mining activities.
- Building physical and economic resilience – embed resilience against nature and climate risks into future developments and industries.
- Nurturing community resilience -Investing in people, growing leaderships and aligning enterprise opportunities is a fundamental part of pursuing new sustainability pathways (Pollination 2023).

The Sustainability Strategy (Pollination 2023) identifies 12 climate and nature actions which are core to realising each pillar. The actions are guided by activities across a ten-year time horizon.



Figure: 6-09-01 The values of Community, Country and Economy , four pillars and 12 actions of the Sustainability Strategy (Pollination, 2023)





Each of the 12 actions is further defined as explicit activities across the ten-year timeframe and is listed below in the actions table. The near-term focus will involve engaging with the community and South32 on the pillars and actions of the strategy.

To date, there have been small scale projects carried out including solar power infrastructure installed at the satellite communities of 4 Mile, Bartalumba Bay, Emerald River and at Pole 7 staff accommodation. These sites are 100% powered by solar to meet the communities essential and back up energy needs.

An element of achieving a future low cost and sustainable economy for the Groote Archipelago communities is the transition to electric transportation modes both on land and sea (refer to 6-02-04 Economic Development: Logistics).

Groote Eylandt Emissions Inventory and Strategic Trajectory

Ndevr Environmental has been engaged by Pollination to support the development of the Sustainability Strategy as the Groote Archipelago

undergoes economic transition (Ndevr environmental 2023). A whole-of-island greenhouse gas inventory (including Winchelsea island) was undertaken in conjunction with an opportunity assessment for potential Emissions Reduction Fund projects that may enable GHAC and ALC to generate Australian Carbon Credit Units (ACCUs).

The inventory report (Ndevr environmental 2023) and associated XLS-based tools enable GHAC and ALC to understand, update and track the whole-of-island emissions. It also supports reporting and internal target-setting as time progresses.

Key insights from the analysis are summarised as follows:

- Industrial Emissions in 2022 was approximately 215,000 tCO₂e.
- 54% of industrial emissions are attributable to diesel usage from mining vehicles.
- 37% of industrial emissions are attributable to electricity generation.



- Until mining operations and the clearing for mining ceases, carbon emissions from the clearing of forest land will exceed carbon sequestration from natural carbon pools on the islands.
 - The natural sinks across the islands were identified as natural forest lands, grasslands, and wetlands ecosystems. The seagrass in the surrounding Groote tidal waters provides a significant portion of carbon sequestration on the islands.
 - Installing a 20 megawatt solar and 20 megawatt hour battery will reduce the Groote Archipelago's emissions by 350,000 tCO₂e to 2040.
 - A 40 megawatt hour battery has the potential to allow the Groote Archipelago to be completely electrified with 100% renewable energy.
 - When mining operations cease, Groote Eylandt will become a net emissions sink.
- Using previously cleared land for the solar farm location will avoid clearing 48 hectares of land which will sequester approximately 7,130 tonnes of emissions from 2022-2040.
 - There is limited potential for GHAC and ALC to generate ACCUs under the following Emission Reduction Fund Methods: savanna, plantation forestry, environmental planting, blue carbon. It is recommended to revisit the savanna and plantation opportunity pending changes in Method and positive trial tests, respectively.
 - Based on the island boundary scenario, Australian Carbon Credit Units generation is best timed when the island emissions profile is in a net sink state (e.g. after 2030) and has a surplus of tCO₂e that could be on-sold as credits.

(Ndver environmental 2023).

Challenges/Risks

- Sourcing and accommodating a labour workforce for the construction of renewable energy infrastructure;
- Quantifying the energy load demand for greenfield projects such as the aquaculture operations;
- Supply constraints when sourcing component parts from overseas;



- Determining the balance of cost versus capacity to store power;
- The complexity and cost of logistics and freight associated with transport to a remote location;
- Erosion, run-off and environmental management.
- Biosecurity of proposed developments.
- Maximizing % of renewables.

Critical Success Factors

- Staged approach to mitigate risk of cost blow out and apply learnings to the next stages.
- Carrying out detailed feasibility analysis, financial and power output modelling.
- Funding must be secured from multiple sources including private sector funding.
- Environmental innovation and best practice methodologies are adopted.
- Infrastructure built and managed to minimize environmental impact and the highest environmental standards are applied to manage erosion, run-off and other environmental impacts.
- As the Groote Archipelago works towards the goal of maximising renewable energy usage the shortfall must be balanced with other offset strategies to reach the net zero target.

Strengths

- New technologies are coming online as research and technology advancements accelerates.
- Cost of renewable energy solutions (including back storage, batteries and hydrogen storage cell costs) are decreasing over time.
- Community of experts and innovators in this field are informing the Groote Archipelago sustainability strategy.
- There is increasing appetite and funding opportunities from the Government and private sector for renewable energy and carbon offset solutions.
- Profits from Winchelsea Mining Operations used to fund renewable energy solutions.
- Marketing opportunities to brand the Groote Archipelago as clean, green and first nations will command a higher price for products produced in the region.

Goal

A holistic, environmentally sustainable future for Groote Archipelago underpinned by People, Country and Economy.



Outcomes	
SF01	An expert informed tailored Sustainable Futures Strategy (net zero) to underpin transition to a carbon offset (and offset positive), post mining economy.
SF02	A framework is in place that is mathematically rigorous, with a sound methodology, baseline and parameters in place to guide, track and to support assurance as Groote Archipelago transitions to a net zero economy.
SF03	A sustainability strategy that is endorsed by the members of the Future Groote Accord.
SF04	Electrification of transportation – land and sea.
SF05	To transition to renewable energy usage across the Groote Archipelago and to implement carbon off-set initiatives, to reach a target of net zero emissions by 2030.
SF06	Preserve and restore Groote's unique natural capital and develop a post-mining, nature-based economic future (Look after Nature).
SF07	Establish reliable renewable energy supply for the Groote Archipelago which is critical to the sustainable development of new industries, while supporting the decarbonisation of existing mining activities (Reduce emissions and secure energy supply).
SF08	Embed resilience against nature and climate risks into future developments and industries (Building physical and economic resilience).
SF09	Investing in people, growing leaderships, and aligning enterprise opportunities is a fundamental part of pursuing new sustainability pathways (Nurturing community resilience).



6-10 South32 Mining and Mine Closure

Baseline Documents

GEMCO Mine Closure Plan (2022 – currently unendorsed by the ALC).
Winchelsea Mining Agreement with ALC (2021).

The GEMCO mine was established in 1965 on the Groote Archipelago and is currently jointly owned by South32 Pty Ltd (60%) and Anglo America (40%).

GEMCO has been a significant contributor to the local economy. Returns from mining royalties have been pivotal in shaping the community, infrastructure and economy present today.

GEMCO operates the Western and Eastern Leases, under a Mining Agreement with the ALC. GEMCO is also carrying out exploration under the Southern Leases Exploration Agreement. TO approval for mining the Southern Leases has not been granted as at March 2022.

It is anticipated that GEMCO mining operations on the Groote Archipelago will cease in approximately 7-10 years (around 2033).

The ALC has engaged productively with South32 and the ALC has heard from South32 that they will step up to the call for an innovative and superior mine closure approach that supports the future economic development aspirations of TOs and that adds significant value to the community.

A joint agreement between the ALC Board and the South32 Board is required and work is underway toward setting up the agreement. Working groups will also be established to provide focus on the range of impacts and considerations.

Five Working Groups will operate to address:

- Renewable Energy and Towards Net Zero
- Alyangula
- Alternative Rehabilitation of mined land
- Retention of Assets
- Winchelsea Mining Operations.

There are multifaceted impacts and considerations to be made with the departure of a long-standing mining operation include addressing:



- best practice environmental restoration approaches;
- land capabilities and post-mining use of land;
- how key infrastructure will be dealt with particularly those that support the Anindilyakwa communities;
- the future of the Alyangula township and the assets it holds which currently supports the mines workforce;
- the economic impacts including ceasing of mining derived royalties and jobs.
- services run or subsidised by GEMCO for their mining workforce but which are also accessed by the Warnumamalya community;
- and the role South32 can play now to support the future economic prosperity of the Groote Archipelago.

The key matters under consideration and discussion include the early relinquishment of land back to TOs so that economic development opportunities on the land can be pursued and that the land is productive and generating income by the time the mine closes.

Examples of alternative land use include innovative systems of growing products such as sandalwood and bio-diesel. However,

sandalwood production does not provide economic benefit for 15 years and therefore needs to start as soon as possible.

Identifying and establishing how best key infrastructure held by GEMCO will be transferred to TOs for community or economic development use must be addressed. It is imperative that the state of the assets ear-marked to remain for community and economic development when GEMCO departs, are brought to an appropriate standard to be of long-term future value.

South32 have also been engaged on the ALC's and GHAC's plans for renewable energy and targets towards net zero emissions. As the major operator and consumer of power on the Groote Archipelago, South32 can play a significant role in supporting the transition to net zero emissions post mining (refer to 6-10 Sustainable Futures).

The approach TOs are seeking for mine closure is an opportunity for South32 to plan for and leave a lasting positive legacy on the Groote Archipelago that sets a global benchmark for mine closure.

Relinquishment under the ALRA is returning the mining lease areas to Aboriginal Land with the following qualities:



- The land has cultural integrity;
- The land is in condition for a variety of potential economic uses that are consistent with its cultural integrity and subject to the consent of TOs.
- The land is private and not available for access without TO consent;

- The land is generally free from contamination.

Closure of the GEMCO mine under the existing mining agreements requires approval from the ALC that Aboriginal land value have been met.

Challenges/Risks
- Gaining support from South32 to rise to the opportunity of delivering an innovative mine closure that adds significant value to community upon their departure. -Aspects of what the ALC is proposing with South32 does not generally form standard mine closure approaches and 'thinking outside the box' and navigating through an uncharted path to mine closure must be met with a shared commitment by stakeholders.
Critical Success Factors
-Engagement of South32, the majority owner of GEMCO, at the Board level to commit to a Mine Closure process and plan that is in line with TOs aspirations.
Strengths
-Early indications from South32 that they will consider ALC's proposal. -A pathway for a post-mining economy has been defined and significant progress has already been made.

Goals
Mine closure that is innovative, high-value to community and that will result in South32 leaving a lasting positive legacy on the Groote Archipelago.



Outcomes	
SM&MC01	A binding commitment from South32 to deliver an innovative and high-value mine closure that sets a global benchmark.
SM&MC02	Relinquishment of mined land meets TOs cultural, community and economic development plans.
SM&MC03	Maximised outcomes for TOs and the Groote Archipelago from the presence of South32's GEMCO operations on the Groote Archipelago.



6-11 Workforce Development and Performance

Baseline Documents
ANU Report (2022)
SVA Report (n/d)
HR and Performance Team Charter (2022).

ALC HR and Performance

The ALC HR and Performance team is focussed on people, with a mission for engagement, retention and succession in a mutually beneficial cross-cultural collaboration. HR and Performance work takes a whole of Groote Archipelago perspective to advance the Anindilyakwa workforce and provides relevant service to Aboriginal Corporations under service agreements.

The focus of ALC HR and Performance is to attract, strengthen, and grow by developing personal and professional capacity both internally and through effective stakeholder relationships. Goals are to:

- Effectively attract and engage new employees into the workforce;

- Strengthen and retain employees by providing development opportunities;
- Apply a strengths-based approach, develop (grow) an individual through succession pathways where appropriate.

(ALC HR and Performance Team Charter 2022)

Warnumamalya Working Age Population

The Social Indicators Report 2022, has found that over the last 20 years since 2001, that the Indigenous population of the Groote Archipelago has been moving steadily into a phase of potential 'demographic dividend' with the share of its population in the prime working age group of 15-54 years increasing steadily over much of this period (ANU 2022, p,24).

The notion of demographic dividend refers to that period in the middle of the transition of a population from being predominantly 'young' to being predominantly 'old' (ANU 2022, p.23). 'During this period, employment, earnings and productivity are potentially maximised and economic dependency ratios are potentially minimised' (ANU 2022, p.23).



There is an opportunity through 'deliberate foresight, strategic planning and investment to ensure that the population moving into working-age is work ready and that opportunities are available to absorb them' (ANU 2022, p.23).

While there has been an increase in the number of adults in mainstream employment (6% of adults in 2006 compared to 19% of adults in 2021), there are large gains to be made. The Social Indicators Report (ANU 2022) states that 88% of adults under 30 years of age are not employed.

The historically low level of school attendance rates means that most of the under 30-year-olds not employed have also missed participating in an effective level of schooling and programs must cater to meet the needs of these young adults in securing employment.

Workforce Participation, Income and Employment Opportunities

Over the recent past there has been a significant shift which continues to develop in the number and types of jobs available on the Groote Archipelago. These are a result of the implementation of the

15 Year Strategic Plan 2012-2027 with its deliberate plans to grow the cultural economy of the Groote Archipelago, and the LDMA to shift decision making and control of services to the Groote Archipelago.

Both the Strategic Plan 2012-2027 and the LDMA have also resulted in the creation of a number of Aboriginal Corporations which have provided a vehicle for employment.

The range of jobs available now and into the future for Anindilyakwa people is more diversified than ever. The main source of employment growth over the past decade has been via the various service and development arms of the ALC (ANU 2022).

At June 2022, the ALC workforce comprised 49% Anindilyakwa people (74), with the majority of Anindilyakwa people taking up positions in the Preserving Culture, Community Support Program and Land and Sea departments. The cultural economy is growing as can be seen in the expansion of activities in Preserving Culture (refer to Section 6-07 Protect, Maintain and Promote Culture).



Other major employers on the Groote Archipelago are GEBIE Civil and Construction (30), Aminjarrinja Enterprises (20) and East Arnhem Regional Council (40) (ANU 2022).

The Little Paradise Development (refer to 6-02 Economic Development) has and will continue to create jobs, as it prepares for the post-mining economy, that did not previously exist including in aquaculture, maintenance of renewable energy infrastructure, transport and logistics, bio-security, mining, tourism and other areas. Early modelling suggest that the initial stages of the development will generate up to 100 new jobs, with up to 350 new jobs expected once the aquaculture industry comes online (GHAC, 2022).

The LDMA and increased commitment to transfer service delivery to TOs has and will continue to create additional job opportunities in education, housing, law, justice and rehabilitation, and health.

There is a need to update the 2017 SVA Report which identified a comprehensive list and details of jobs that will be coming online on the Groote Archipelago in the short, medium and long term so that

appropriate training and employment strategies can target as many of these positions as possible to be taken up by Anindilyakwa people.

6-11-04 Work Readiness and Growth

Deliberate efforts must be made to create workplaces that are supportive of a strong Anindilyakwa workforce.

Holistic approaches to employment is required that supports workers through wellbeing programs, the Community Support Program and preserving culture activities.

Jobs must match the aspirations and cultural values of Anindilyakwa people to support wellbeing and a desired way of life (refer to Section 3 The Hybrid Economy).

The responsibility to provide suitable employment opportunities for Anindilyakwa people rests with every organisation operating on the Groote Archipelago, through the setting of strategies, policies and goals relating to the number of Anindilyakwa positions they will recruit, train and retain.



Within the context of a 'demographic dividend' and the progress towards a diversified and expanding economy, a strong focus must be put to supporting work readiness of the working age population, particularly the under 30 year-olds cohort.

The Indigenous population of the Groote Archipelago, consisting of approximately 991 between the ages of 18-54 (ANU 2022,p.25) would benefit from programs that are tailored and culturally appropriate to meet their needs.

There is an opportunity for increased collaboration and coordination between employers on the Groote Archipelago to support work readiness.

The ALC is well placed to provide coordination to support employment outcomes. In 2021, the ALC revamped the Anindilyakwa Training Centre with the view to centralise training for TOs across the Groote Archipelago. The centralised and place-based approach will provide for the coordinated identification of training needs across the Groote Archipelago and will target specific areas where job

opportunities exist under the LDMA and other economic, cultural and social development activities.

The Australian Government's Community Development Program (CDP) or its equivalent replacement program must robustly embrace ALC opportunities that are outlined in the above.

A case management approach could be adopted so that every Anindilyakwa person is set up with the required support to retain long term employment through formal and on-the-job training and ongoing support to maximise retention and succession either within the ALC or through other employment opportunities.

Job placement programs such as CDP must demonstrate effectiveness, accountability and that participants in the program are achieving job placements. The ANU 2022 report found that job placements for CDP participants have been low and have declined as a proportion of caseload, 10% in 2018 compared with 4% in 2021. Noting that CDP case load has expanded from 500 in 2013 to almost 650 in 2022 (ANU 2022, p.60).



Vocational Education and Training data shows that since 2006, there has been a steady increase in the proportion of Vocational Education and Training units successfully completed and a corresponding decline in the proportion of students who have withdrawn from, or failed. However the number of Indigenous Vocational Education and Training students in the Groote Archipelago has declined substantially over the past decade. In 2011, one-quarter of the 15-54 age group participated in Vocational Education and Training courses. In 2021, this was just 12% (ANU 2022, p.76 and p.79).

Actions and strategies (some of which are already being delivered) include:

- implementing programs specifically tailored to engaging Anindilyakwa people in the workplace including programs delivered in Anindilyakwa;

- strong support for the transition from school to training to work;
- re-engaging early school leavers in programs to introduce them to and upskill them for work;
- workplace literacy and numeracy programs;
- programs to support retention and succession planning;
- Continued and enhanced leadership training to support TOs in decision making roles;
- Policies and funding arrangements that set Indigenous employment targets and that earmark particular jobs for Anindilyakwa placement.
- collaboration across organisations operation on the Groote Archipelago and the pooling of data to support effective use of resources and improved understanding of the needs of the working age population, jobs and training opportunities.



Challenges/Risks

- Skills and qualifications required for many jobs on the Groote Archipelago are not held by Anindilyakwa people, contributed by historically low participation in high school and tertiary training/education.
- Lack of collaboration and coordination between organisations that have job opportunities, and the funded agencies that are responsible for training and job readiness programs.
- Limited desire in community to work in certain jobs.
- Access to training that caters to Anindilyakwa people and the types of employment opportunities available on the Groote Archipelago.
- Changing the trend of historically low employment rates.

Critical Success Factors

- Improved training opportunities and participation including literacy and numeracy upskilling.
- Employer commitment matched by action to building all Groote Archipelago organisation's Anindilyakwa workforce.
- Understanding of the high school cohort (including early school leavers) and appropriate support to guide school leavers into training and employment pathways.

Strengths

- Anindilyakwa employment rate is on an upward trend.
- Growth in number of jobs in recent years and planned for in the Cultural economy.
- Growth and diversification of jobs spearheaded by the LDMA and the Cultural economy.
- Large number of Aboriginal Corporations led by Anindilyakwa, providing employment opportunities and decision making roles.
- Aboriginal Corporations led by TOs are providing culturally informed workplaces.

Goals

That every working age Anindilyakwa person on the Groote Archipelago has the opportunity, skills and support to participate in the diversified economy of the Groote Archipelago.



Outcomes	
WDP01	Employment rate of the working age population of Anindilyakwa across the Groote Archipelago is on an upward trend.
WDP02	All organisations on the Groote Archipelago are contributing to increased employment, training and retention of Anindilyakwa people in their workplaces.
WDP03	Jobs match the aspirations and cultural values of Anindilyakwa people to support wellbeing and a desired way of life.
WDP04	All (100%) of ALC's employees are working to defined KPIs and Performance Plans.



6-12 Community Support Program

Baseline Documents

Community Support Program Rulebook (2023)

The Community Support Program (CSP) works in partnership with Groote Archipelago Aboriginal Corporations to provide social and community support activities to TOs eligible for the program.

The CSP maintains a strong community presence with offices located within each township and acts as an open door to support Anindilyakwa people in a range of matters that impacts their lives either by providing direct support or making connections with relevant services.

The range of support services provided by CSP relate to aged and disability care, cultural activities, funerals, ceremonies, medical support, royalty applications, distribution and the Red Card, community goods distributions such as essential household items, community justice, dental care, electricity, welfare support including evacuations and safe house or NT Police requests.

The CSP provides funding to service providers to run specialist programs including 54 Reasons (previously Save the Children), AFL NT and Pollyfarmer.

CSP also works closely with a range of stakeholders to create connections between services and Anindilyakwa people, particularly in the areas of primary care, health, emergency and other social services to support community.

CSP provides support to the Community Housing program by providing goods to ensure that every house is fitted out appropriately including provision of white goods.

Aged care support is available to all TOs over the age of 60 years and includes the provision of a medical budget, essential items and other financial support for elders.

Warnumamalya with medical conditions and are unable to work also receive support including food orders, air conditioner, servicing and white goods.



The CSP refers to an ALC Board approved rule book to define the protocols for the support program it delivers. The periodic update of the rulebook is required, with ALC Board approval, to guide the support program provided by CSP.

CSP plays a key role in addressing service delivery gaps.

The CSP is working to establish an MOU with Oral Health (NT Government) that will define ALC's contribution to the community Dental program and to confirm NT Governments contributions. The CSP is working with Oral Health to provide additional dental health visits to Groote Eylandt including adding two additional to the current four visits per year. One of the additional visits will focus on children.

CSP is also aiming to establish a coordinator on the Groote Archipelago with a dental background to work with other stakeholders and the schools to ensure the improvement of oral health. The

coordinator will provide on the ground support for visiting services and provide a consistent face to facilitate TOs accessing the service.

CSP has provided support to Anindilyakwa people where other service providers operating on the Groote Archipelago have fallen short either due to insufficient funding or lack of resources on the ground.

A challenge for CSP is in ensuring that other avenues have been approached prior to support being provided from the CSP.

The CSP has an important role to play in advocating for appropriate services to be available and accessible to Anindilyakwa people and to meet the specific needs of community.

The CSP department is well placed given the nature of its services to be 100% run by TOs within the next 3-5 years and this is a goal. As at February 2023, CSP has 5 non-TOs and 15 TOs working in the team



Challenges/Risks

- CSP being the first port of call for support prior to other avenues being approached for support.
- CSP filling the gaps in service provision which should be funded and met by other agencies.
- Creating realistic expectations and awareness of the services and support CSP can delivery and what is beyond its control, resources and responsibility.
- Robust financial controls must be in place given the high number of payments made from CSP and the direct benefits those payments provide to individuals.
- The nature of the CSP's work and it's strong community interface means that it is exposed to community conflict or backlash.
- Striking a balance between providing adequate support to the community and needing to apply fiscal control that is cognisant that mining and the royalties it provides will cease in approximately 10 years.

Critical Success Factors

- TOs run CSP is essential for it to be effective. TOs being empowered to step into leadership roles.
- TOs are given and take up opportunities for education and training that will build local capacity and capability. This includes a shift in mindset and culture on what TOs are capable of and that they are empowered in their roles.
- Clear, up to date and ALC Board approved rules (via the Rule Book) govern the support provided.

Strengths

- The CSP has harnessed a strong culture of equality and responsibility across members of the CSP team. TOs in the team are taking on increased responsibility.
- The continuation of the CSP program after mining has ceased on the Groote Archipelago has been planned for through financial modelling and investment decisions.
- The ALC Board, representing all 14 clans is engaged in the work of the CSP and makes decisions on how the CSP runs and the support it provides.
- There is a two-way learning culture between TO and non-TO staff on the CSP team.

Goal

That the Community Support Program is run 100% by TOs including at the management level, that the program adopts the use of technology to improve TO engagement with the Community Support Program and delivers a high standard of service in collaboration with key stakeholders.



Outcome	
CSP01	The CSP is 100% run by TOs by 2028, including the appointment of a TO Manager of CSP.
CSP02	The CSP has adopted new technology to enhance its service delivery experience for TOs.
CSP03	The CSP has established strong relationships with service providers and works collaboratively with them, to improve services to meet the needs of the communities.
CSP04	CSP's governance, systems and financial controls are strong and ensures that resources are protected and used appropriately.
CSP05	Community wellbeing and livelihood needs are met and addressed, including where necessary bringing these needs to the attention of the ALC Board ie household goods program.

*Note: CSP actions are strongly linked to other focus areas such as health and Law Justice and Rehabilitation.



6-13 Land Use and Infrastructure

Baseline Documents

Anindilyakwa Land Council Strategic Infrastructure Plan 2020-2025 (ALC 2022b).

6-13-01 Township Leasing and Land Use

The Anindilyakwa Land Trust holds Aboriginal land on behalf of TOs. Acting on the direction of the Anindilyakwa Land Council, the Land Trust agreed to the transfer of the Groote Archipelago Township Lease to ARAC on 1 October 2022 (www.aracleasing.com.au).

The Township Lease is granted and transferred under ALRA s.19A of, and ARAC is an approved entity under ALRA s.3AA.

Three townships of Angurugu, Milyakburra and Umbakumba previously held by the Executive Director of Township Leasing (EDTL) under the previous arrangement, as well as the satellite communities of Bartalumba Bay, Little Paradise, Malkala and 4 Mile are included within the Groote Archipelago Township Lease held by ARAC.

ARAC, in accordance with the wishes of TOs, is responsible for the administration of the Township Lease and lease tenure arrangements across the Groote Archipelago Township Lease.

ARAC's role includes facilitating localised and place-based decision making. The ARAC Directors have delegated the power to make decisions about the subleases and licenses, and how sublease income is spent, to Community Committees comprised of TOs.

There are seven Community Committees, one for each community under the Township Lease and a Lease Management Committee which oversees strategic direction and whole of Township Lease related matters.

Under the new governance structure of the Township Lease greater strategic thinking on rental income and ALRA ABA S64(4)a monies, received under the Township Lease can be applied to advance TO's priorities.

Each community will be responsible for deciding what community and economic development projects the monies will be put to.



ALC will work closely with ARAC and other Aboriginal Corporations involved in economic development to collaborate on these and other matters related to Township Leasing.

The ALC works with the Anindilyakwa Land Trust to carry out the administration of ALRA s.19 leases. The ALC works to provide consistent and equitable processes, that promote accountability and transparency, while representing the collective wishes and the opinion of the Anindilyakwa people giving priority to the protection of their interest on land and in the seas of the Groote Archipelago (www.anindilyakwa.com.au).

In 2022, GHAC obtained Federal Minister approval for the grant of a suite of ALRA S19 Leases for the Little Paradise Development for a total term of 50 years.

The ALC is in the process of consolidating and codifying a formal ALRA s.19 land use agreement compliance framework as a recommendation under the ANAO governance audit report. The framework will need to be practical, fit for purpose, and build upon the existing regime.

This will involve an audit of all existing ALRA s.19 land use agreements, summaries of key obligations, and designing an appropriate compliance plan based on the frequency, sensitivity, and nature of those obligations. Funding under ALRA s.64(1) for ALC's operational budget has been secured to carry out this work.

6-13-02 Infrastructure

The next few years will involve the delivery of a large number of high value and high priority projects for the Groote Archipelago to set up the future economy and to implement the LDMA Implementation Plans.

The ALC established the Infrastructure and Development Department, to provide project management, cost and quality control and assurance when delivering infrastructure projects on the Groote Archipelago.

The ALC Infrastructure and Development Department aims to provide a well-planned and well-executed approach to delivering the planned infrastructure projects for the ALC and on behalf of Aboriginal



Corporations and other organisations operating on the Grootte Archipelago.

The work of the Infrastructure and Development Department of the ALC is guided by a Strategic Infrastructure Plan 2020-2025, that is continually reviewed and updated to guide the work of the Infrastructure and Development department.

The Strategic Infrastructure Plan has the key elements of developing cost-effective asset management strategies for the long term, taking a life cycle approach to asset management, ensuring the sustainable use of physical resources and providing a basis for the continuous improvement in asset management practices (ALC 2022b).

The Investment Program run by ALC Infrastructure and Development has a total value of \$130 million to deliver a number of projects ranging in complexity and value. There are currently 126 infrastructure projects identified in the Strategic Infrastructure Plan 2020-25. There are 47 projects that have been completed, 60 projects have commenced and 19 are on hold (ALC 2022b).

By June 2025, the identified projects in the Strategic Infrastructure Plan 2020-25 (2022b) will be delivered, with an expectation that there will be a small number of new projects identified for the Grootte Archipelago region as it continues to meet the needs of the community, the LDMA Implementation Plans and to establish the future Grootte Archipelago economy.

The type and cost of future infrastructure projects will be determined by the receipts of royalty monies and the other funding including private sector funding.

The ALC has identified the need for a Land Use and Infrastructure Masterplan to be created and implemented to ensure that development taking place across the Grootte Archipelago by any organisation meets acceptable structural and design standards.

ALC can lead the development of a master plan however the execution needs to happen via local government via a town planning function. This function is currently outside the remit of local government and will therefore need legislative change.



The Land Use and Infrastructure Masterplan will be informed by TOs and will outline the requirements that developers must adhere to.

Development approvals on the Groote Archipelago (and in the NT) is a nuanced process compared to other Local Government Areas in Australia and there may be the need for regulator or legislative change through the LDMA to support a streamlined and improved process for coherent development.

GIS Mapping and high resolution modelling is required for the Groote Archipelago landscape that defines intended land use with a view to ensuring new developments are appropriately located and that parts of the landscape are retained for nature capital and carbon off-set initiatives (refer to section 6-09 Sustainable Futures).

Challenges/Risks
<ul style="list-style-type: none">-The need to get buy in from key stakeholders .-The need to address the management of waste on the island.-Balancing the cost of maintaining access road on the Groote Archipelago with a user pays system. Consider funding via a range of sources including tolls, levies, permit costs and grants.
Critical Success Factors
<ul style="list-style-type: none">-Competent and coherent delivery of infrastructure projects on the Groote Archipelago.-TO's informing the infrastructure projects including prioritisation of projects, design, features and functionality to meet the needs of community.-Risk informed and managed decision making.-Cost management and cost control to maximise the value of TOs infrastructure investment decisions.



- Sound asset management to maintain the functionality of assets.
- Sign on to Future Groote Accord.
- Applying a consistent guidelines for development.

Strengths

- The capability and functions of the infrastructure and Development team to deliver a high standard of infrastructure in a cost-effective and efficient manner.
- The funding stream into infrastructure projects that is provided by receipts of royalty funding.
- The financial planning and establishment of the Anindilyakwa Mining Trust to provide a future fund for infrastructure maintenance and management.
- Government funding for major infrastructure projects identified through the LDMA Implementation Plans.

Goal

Land Use administration and management on the Groote Archipelago is carried out effectively and efficiently and the ALC upholds the requirements of ALRA s.19.

Infrastructure construction and management on the Groote Archipelago is carried out competently and coherently to deliver the LDMA Implementation Plans and the Future Groote Economy.

Outcomes

LUI01	The ALC provides efficient and effective administration under ALRA s.19 that facilitates the community and economic development aspirations of TOs.
LUI02	Stakeholders including ALC, ARAC and other Aboriginal Corporations are working collaboratively on land use planning to deliver economic and community development projects.



LUI03	The Groote Archipelago Township Lease is well-governed through strategic planning and community-based decision making that includes allocating rental income for community and economic development.
LUI04	Land Use decisions and infrastructure construction on the Groote Archipelago maximises the use of land, provides well designed townships and appropriate placement of infrastructure assets to best meet community needs and sets a desirable aesthetic of the Groote Archipelago.
LUI05	Quality, cost-effective and TO informed infrastructure investment is made to meet the needs of community, to deliver the LDMA Implementation Plan and to establish the future Groote Economy.



6-14 Financial Analysis and Modelling:

Baseline Documents:

- ALC Funding Rents and Royalties Framework (ALC, 2023)
- ALC Finance Committee Rules (ALC, 2023)

The ALC operates in a unique financial environment largely due to the mining activity that has taken place on the Groote Archipelago since the 1960s. A core function of the ALC is the administration of royalties and other payments derived from mining activity.

The ALC administers distributions, under a number of arrangements and legislative requirements, directly to TOs impacted by mining and to Aboriginal Corporations to pursue identified priorities.

Monies administered by the ALC from mining royalty equivalents under ALRA s.64(3) is a significant source of funding that is distributed to Aboriginal Corporations to support the delivery of the Strategic Plan.

The ALC has put in place robust governance practices and resources to support the ALC Board's decision making and allocation of ALRA s.64(3) monies.

The ALC has established a Royalty Financial Planning and Analysis function which carries out continuous analysis and forecasting to support decision making on the allocation of financial resources.

The Royalty Development Unit (RDU), also a function of the ALC, works closely with Aboriginal Corporations on the Groote Archipelago to support business development, planning and delivery of projects, and the community engagement aspects of projects.

There are approximately 29 Aboriginal Corporations on the Groote Archipelago, at varying levels of activity and established for a range of purposes including as part of the LDMA implementation across the 6 focus areas (Refer to 6-01 to 6-06 of this Strategic Plan) and in construction, retail and product sales, hospitality, food and beverage and others. (Appendix 1 provides a summary of Aboriginal Corporations operating on the Groote Archipelago).



Upon request the ALC offers business support services to Aboriginal Corporations. As at 1st May 2023, the ALC had 13 service agreements in place, supporting Aboriginal Corporations with Finance and Human Resources assistance.

The ALC Finance Committee, a sub-committee of the ALC Board, has responsibility for evaluating the usually large volumes of applications submitted by Aboriginal Corporations operating on the Groote Archipelago and making non-binding recommendations to the ALC Board for the distribution of royalty equivalent funds received under ALRA s.64(3).

ALRA s.64(3) monies support the focus areas of economic development, cultural protection, community support program, infrastructure, health, education, employment and operations, and housing.

In addition to statutory royalty payments, the GEMCO mining agreement provides for negotiated royalties and rents to be paid into the Anindilyakwa Mining Trust. Around 85% of the money received into the trust account comes from the GEMCO negotiated mining

royalties with the remainder mostly coming from fund investment returns (GHAC and ALC 2022).

The inflow of funds into the Anindilyakwa Mining Trust will substantially increase when the Winchelsea Mining operations commences in 2025.

The Anindilyakwa Mining Trust functions as a future fund for the benefit of the TOs that will replace some of the royalty income lost when GEMCO mining ceases in approximately 10 years.

Current financial modelling forecasts that the Anindilyakwa Mining Trust must generate approximately \$40 million in investment returns each year to sustain the current community and cultural programs post mining. This requires the Anindilyakwa Mining Trust account to hold approximately \$650 million by the time GEMCO mining ends (GHAC and ALC 2022).

The Anindilyakwa Mining Trust current balance, projected future royalty receipts, investment returns and planned capital spending to fund housing on the Groote Archipelago places the Anindilyakwa Mining Trust with a shortfall of approximately \$62 million.



The Winchelsea mining operations has been purposefully structured to provide transfers from its profits into the Anindilyakwa Mining

Trust to address this shortfall (refer to 6-02-2 Economic Development Winchelsea Mining Operations).

Achieve a perpetual “Future Groote Cultural Economy” Supported by wise investments and developing a major aquaculture industry.



It is imperative that to deliver the scale of economic, cultural and community development projects proposed for the Groote Archipelago that alternative sources of funding must be secured.

Alternative funding sources including private sector, investment funds, bank loans, grants and through a carbon offset and nature

capital strategy (Sustainable Futures). Work is underway to actively secure diversified funding sources with some success.

It is crucial that enterprising ventures, particularly those identified in 6-02 Economic Development, are built around sound financial



planning that will map the transition of the enterprises from research and development phase into profitable and sustainable enterprises.

The relinquishment of previously mined land back to TOs for economic development and other uses and the proposition of South32 transferring assets from the GEMCO mining operations and Alyangula township to TOs also carries with it financial implications that must be understood and planned for (refer to 6-10 South32 Mining and Mine Closure and 6-09 Sustainable Futures).

There are further opportunities for the development of enterprises related to the protection, preservation and maintenance of culture and the management of land and sea which can be harnessed through the ALC's Preserving Culture and Land and Sea departments to support TOs in establishing a strong cultural economy (refer to 6-07 Protect, Maintain and Promote Culture and 6-08 Land and Sea Management).

Challenges/Risks
<ul style="list-style-type: none">- The monies that the ALC distributes to various programs, via Aboriginal Corporations, is determined under ALRA s.35(2) and s.64(3). The amounts remitted are dependent on manganese production and resource prices which is variable from one period to the next.-That the cost to run cultural and community programs (and any activity) currently reliant on statutory royalty monies provided under ALRA s.64(3) out-ways the funding available under the Anindilyakwa Mining Trust or other current funding sources.-The cost for implementing projects, particularly relating to capital expenditure projects is increasing exponentially in the current economic environment.-Costs of greenfield projects carry with it an element of the unknown particularly where the viability of the project is subject to current or yet to be completed research and trials.
Critical Success Factors
<ul style="list-style-type: none">-The establishment of alternative economies prior to mining ceasing on the Groote Archipelago that is aligned to the culture and values of TOs.



- Economic Development that is principled on adopting ecologically sustainable practices of the highest standard, pursuing net zero emission targets and utilising innovative technology and design.
- Strong financial modelling and forecasting used to support decision making.
- Strengthening Aboriginal Corporations to deliver cost conscious and cost-effective projects within the operating environment.
- Adopting strategies and governance structures to grow and protect TO owned assets and wealth.
- Financial support is committed to maintaining culturally rich activities and wellbeing programs that do not necessarily generate sufficient income to fund their activities.
- Leveraging private sector investment and government led initiatives such as the establishment of the Northern Territory Aboriginal Investment Corporation to boost investment into the Groote Archipelago.
- Fiscal stability is achieved and the Anindilyakwa Mining Trust reaches \$650 million prior to the cessation of mining activity on the Groote Archipelago.

Strengths

- Strong governance practices supported by the Royalty Financial Planning and Analysis and RDU to manage the distribution of mining royalties.
- ALCs provision of support services to Aboriginal Corporations to strengthen governance.
- Active Aboriginal Corporations on the Groote Archipelago carrying out a range of economic, social and cultural activities.
- The Anindilyakwa Mining Trust, accumulating wealth for the TOs to support post-mining aspirations, cultural activities and safeguard the prosperity of the Groote Archipelago.
- Future Groote enabling projects such as Winchelsea mining operations that is structured to support community and economic development and make transfers into the Anindilyakwa Mining Trust.

Goal

The post-mining economy is financially sustainable and viable in meeting the aspirations of the TOs of the Groote Archipelago.



Outcomes	
FAM01	A sound financial model for Groote Archipelago investments is in place that informs Board and management decision making.
FAM02	The Anindilyakwa Mining Trust provides the required return on investment that is sufficient to sustain cultural and community support activities prioritised by TOs (current aim is to have \$650 million available on the close of mining, to sustain cultural and other prioritised activities post-mining).
FAM03	Distributions of mining royalties (ALRA s.64(3)) maximise the economic, community and cultural goals of TOs.
FAM04	Aboriginal Corporations have strong governance, financial management and operating practices to run sustainable programs led by TOs.



6-15 Advocacy and Collaboration

Baseline Documents

NT Treaty Commission Final Report (NT Treaty Commission 2022).
Treaty Discussion Paper (NT Treaty Commission 2020).

The ALC is the peak organisation representing the interests of the TOs of the Groote Archipelago.

The ALC collaborates with a range of stakeholders to advocate for the priorities set by TOs and provides representation in forums that support the ALC in pursuing the priorities of the TOs on a range of matters. The diagram below shows key forums ALC participates in:



The ALC drives the strategic objectives of the Groote Archipelago as directed by TOs, through the administration and distribution of ALRA S64(3) royalty derived monies.

The signing of the LDMA with the NT Government to transfer control of decision-making and responsibility of key services to Anindilyakwa-controlled entities has been a significant development. As a result, a number of Aboriginal Corporations have been established and their capacity and capabilities are growing as they take on new responsibilities.

The LDMA has been pursued in a spirit of mutual commitment, collaboration and shared acknowledgement of the steps that need to be taken. The overarching guiding principles of the LDMA are self-determination, flexible place-based approaches, co-design and community control. The LDMA is supported by an implementation and governance framework to establish the new systems (NT Government and ALC 2018). Focus Areas 6-01 to 6-06 discusses the LDMA focus areas and their respective Implementation Plans.



The ALC recognises the importance of working closely with Aboriginal Corporations to support good governance and as the ALC directs ALRA s.(64)3 monies into priority areas for the Future Groote Economy.

The Aboriginal Corporations on the Groote Archipelago play an important role in the delivery of the Strategic Plan 2023-33. A list of active Anindilyakwa Corporations is provided in Appendix 1, with a brief description of their functions and key activities.

16-15-01 The Future Groote Accord:

The Future Groote Accord was an initiative carried out by the ALC and supported by Social Ventures Australia Consulting which was initiated between 2016 and 2019.

The purpose of the Future Groote Accord was to seek greater co-operation and collaboration between organisations on the Groote Archipelago to address the priorities of the TOs, which most

significantly related to the implementation of the 15 Year Strategic Plan 2012-2027 and the LDMA signed in 2018.

The Future Groote Accord proposed to establish an agreement between Anindilyakwa organisations (approximately 22 organisations at the time) whose members and beneficiaries live on the Groote Archipelago. The approach included documenting a common set of principles that govern the way Anindilyakwa organisations work individually and together (SVA n.d).

The objectives of the Future Groote Accord was to establish:

- agreed arrangements that enable Anindilyakwa organisation to work together to support the social and economic development of Anindilyakwa people;
- a governance framework to facilitate understanding, support and commitment to work strategically;
- a vehicle to engage Anindilyakwa organisations fully in the implementation of the LDMA and Implementation Plans;
- improved relationships between all Anindilyakwa organisations including building more trust, openness and co-operation.



Ultimately, after consultation and deliberation, agreement was not reached on the Future Grootte Accord. The ALC, during this time, placed its attention to progress the LDMA and to developing the Implementation Plan schedules to the LDMA.

With the refresh of the Strategic Plan 2023-33, the completion of the Social Indicators Report (ANU 2022) and the increased activities of a range of Aboriginal Corporations on the Grootte Archipelago, the time appears right for stakeholders to revisit the Future Grootte Accord and to explore ways in which the principles it held can be applied to support co-operation between organisations which are ultimately working towards common strategic priorities that have been identified by TOs.

The Social Indicators Report (ANU 2022) provides all organisations working on the Grootte Archipelago with an enhanced data informed understanding of what is occurring on the Grootte Archipelago across a range of key focus areas and identifies where attention is needed.

The ALC views the next steps as the circulation of the Social Indicators Report (ANU 2022) to government agency stakeholders

with an opportunity to review and return with feedback on the role they can play in addressing the relevant findings.

A mechanism must also be established through which organisations operating on the Grootte Archipelago can come together to co-operate on addressing the Social Indicators Report findings (ANU 2022).

There is a proposition that the ALC is exploring whereby this process of developing the Future Grootte Accord is led, preferably jointly, by NIAA and the NT Department of Chief Minister and Cabinet.

-Areas that would benefit most from co-operation between organisations include:

- working collaboratively to carry out the Strategic Plan 2023-33;
- working collaboratively to align activities that require a draw on similar resources such as transport and accommodation;
- Coordinating the development of a strong Anindilyakwa workforce to take up new employment opportunities;
- sharing approaches for program design, delivery and engaging with community, and data sharing to track progress on common goals;



- working together to achieve net zero emissions for the Groote Archipelago and other ecologically sustainable practices;
- working jointly towards addressing the findings of the Social Indicators Report (ANU 2022).

6-15-03 Barunga Agreement and Treaty Making

The ALC views a Treaty as a key instrument to affirm the self-determination of Anindilyakwa people. A Treaty being a legally binding instrument that will recognise the Anindilyakwa people as the sovereign owners of the Groote Archipelago.

In June 2018, the NT Government and the Chairs of the NT Land Councils signed the Barunga Agreement. The memorandum of understanding represents the first significant step in advancing a Treaty in the NT since the call for a national Treaty in the historic Barunga Statement in 1988 (NT Government, ALC, CLC, NLC and Tiwi Land Council, 2018).

The Treaty Commission commenced operation in March 2019 and delivered its discussion Paper to the Chief Minister on 30 June 2020. The Discussion Paper is a major milestone for the Commission

addressing the brutal history of colonisation, the legal issues surrounding Treaty making in the NT, best practice in agreement making, and a suggested framework and negotiating model for Treaty making in the NT (NT Treaty Commission 2020).

The Treaty Commission's key role between October 2020 to October 2021 was to consult Aboriginal Territorians across the NT on the contents of the Discussion Paper. The remote consultation program commenced in October 2020 on Groote Eylandt hosted by the ALC.

The Final Report from the NT Treaty Commission was presented in June 2022.

In July 2022, the NT Government responded to the NT Treaty Commissions Final Report with commitments to:

- -continue the treaty journey
- supporting the Treaty Report's vision of a two-step process comprising an overarching Territory-wide treaty followed by individual treaties with First Nations
- working with Land Councils to develop a First Nations Forum to work with Government around Treaty



- Explore Truth-Telling, and
- providing a comprehensive response to the Treaty Report and its recommendations by the end of 2022.

The ALC, representing the interests of the TOs of the Groote Archipelago, will continue to work with NT Government, TOs of the Groote Archipelago and other stakeholders to pursue a Treaty for the region.

Goals

Anindilyakwa sovereignty over the Groote Archipelago is enshrined in a treaty.

The collective voices of the Traditional Owners of the Groote Archipelago are heard and TOs priorities are addressed.

All organisations operating on the Groote Archipelago work collaboratively to meet the vision and priorities of the TOs of the Groote Archipelago.

Outcomes

AC01	There is systematic, agreed approach to make positive change on the key findings from the Social Indicators Report (ANU 2022).
AC02	Anindilyakwa-led organisations on the Groote Archipelago and key stakeholders work collaboratively to achieve common goals.
AC03	A legally binding instrument in the form of a treaty is in place that recognises Anindilyakwa people as the sovereign owners of the Groote Archipelago.
AC04	TOs voice and the advocacy of their priorities are heard and addressed by the Australian and NT Governments. TOs of the Groote Archipelago have appropriate channels through which to raise matters with all levels of Government.



6.16 Information Technology

Baseline Documents
TBC

6-16-01 IT Infrastructure

IT and telecommunication that is on par with the mainland hubs, is crucial for the economic future of the Groote Archipelago.

There has been significant investment recently made on the Groote Archipelago towards achieving this. The Telstra Back Haul upgrade completed at the end of 2021 has resulted in improved internet connection on Groote Eylandt.

The infrastructure upgrades have enabled a range of business operating efficiencies and the use of IT and telecommunications capabilities that were previously unavailable or unreliable on the Groote Archipelago.

Improvements include functioning video conferencing allowing for interactions regardless of location and the sharing of documents/images and data.

GHAC is set up to be the overarching parent operation of a range of economic development projects including the Winchelsea Mining project start-up, 100-man camp, marina, aquaculture project, Groote Eylandt Tourism project, solar farm project, vehicle service centre and residential development (refer to 6-02 Economic Development). As such GHAC will require a parental IT structure that enables visibility, financial distribution/control and reporting to support the start-ups.

The above businesses will be independent of the ALC with their own governance responsibilities and management teams reporting up to GHAC.

The above businesses will also be dependent on the transformation of the Little Paradise area to an industrial hub which will support most of the above businesses. This industrial hub will require the expansion of the current mobile network in addition to fibre optic services and or microwave services to support business operations.



All businesses will require satellite-based services in the case of cyclone or prolonged telecommunications outages in order to continue operations and communications off island.

In 2022, GHAC and Telstra signed a \$3 million fibre optic and mobile upgrade for Little Paradise and Winchelsea Island which will support connectivity for the economic development projects including the Winchelsea mining operations, solar farm, aquaculture facilities and others (Refer to 6-02 Economic Development).

Telstra are implementing a \$5.5 million regional connectivity project to upgrade mobile towers in Alyangula, Angurugu and Bickerton Island. By the end of 2023, organisations operating on the Groote Archipelago, Bickerton Island and Winchelsea Island can expect to have IT capability as good as businesses in Australian capital cities.

The ALC has leveraged the IT infrastructure upgrades to improve its operating efficiency by establishing a web-based platform to centralise and manage its work, which has particularly enhanced working from different locations across community, Darwin and Cairns offices.

There is an opportunity for Aboriginal Corporations (and other agencies) operating on the Groote Archipelago to ensure that their IT and telecommunications services and systems are taking advantage of the improved infrastructure and that the infrastructure improvements are enjoyed more broadly across community members.

The ALC is well placed through its technology transformation function to support with raising awareness and providing guidance to improve use of technology both within the ALC and across other organisations operating on the Groote Archipelago as requested.

Aside from the major IT infrastructure projects listed above, there is a need to investigate solutions to establish connectivity back-up in case the telecommunication link to the mainland goes down, to ensure that businesses and community can continue to function if such an event occurs.

6-16-02 IT systems and capability

With much of the identified infrastructure needs funded and underway, a major focus for IT in the Strategic Plan 2023-33 will be



for Aboriginal Corporations, agencies and the ALC to continue to adopt new IT enabled systems and tools to improve the IT user-interface for employees, TO decision makers and community members.

New applications and tools such as Geographical Information Systems (GIS) and Lidar mapping are being adopted to enhance the quality and type of information gathered, analysed, presented and shared to support decision making across LDMA focus areas and ALC activities.

GHAC has commissioned a survey to provide a Common Data Environment Solution. The purpose is to create a geospatial database that will provide multi-layered information about the Groote Archipelago environment. The survey will document and capture

imagery relating to the landscape, vegetation types, culturally important sites, flood zones, township leases, mining lease areas and ALRA s.19 leases.

Opportunities to utilise the data is endless and will support the safe keeping of culturally important sites, to investigate alternative land uses that maximises the potential of the land and to monitoring land changes over time among many other uses.

GIS will be used to enhance operational and strategic decision making by enabling information pertaining to the Groote Archipelago environmental, cultural and social landscape to be modelled, analysed and presented visually. It is envisaged that a suite of imagery and data will be made publicly available for use.

Challenges/Risks

- Some Aboriginal Corporations and agencies on the Groote Archipelago have yet to take advantage of the improved IT and Telecommunications infrastructure and services that have become available.
- Increased exposure to cyber security risks as the scale of economic and community development initiatives increases.
- Large number of new Aboriginal Corporations and capital works projects with IT infrastructure and IT system set up needs.



-Adoption of new technologies into work practices.
-A back-up solution for connectivity has yet to be established.

Critical Success Factors

-IT systems adopted are staged, user-friendly and training supported.
-IT systems address the needs of the organisations.
-Data security measures are in place to ensure data privacy is maintained.
-Appropriate data management system is in place to ensure the usefulness of data is maintained over time, that the data source is trusted and the information taken from it is credible.
-Bringing Aboriginal Corporations and other agencies along with the Technology Transformation underway on the Groote Archipelago.
- There is a streamlined approach to the adoption of IT systems across ALC and the Aboriginal Corporations that ALC provides business support services to.
-Major infrastructure upgrades and capability addressed in recent years and underway to achieve mainland standard of IT.
-The Future Groote Accord

Strengths

-Major IT infrastructure projects have been delivered in recent years to enhance connectivity and build IT capability.

Goals

The IT and telecommunications infrastructure on the Groote Archipelago supports technology enabled activities to maximise future economic, community and cultural aspirations and innovations.

Outcomes

IT01	The IT and telecommunications infrastructure on the Groote Archipelago is on par with the mainland business hubs.
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IT02	Innovative technologies have enhanced the work of the ALC and Groote Archipelago organisations.
IT03	All Anindilyakwa-led organisations have maximised use of the IT infrastructure upgrades and are adopting new technology.
IT04	Strong data security controls are in place for the ALC and the Anindilyakwa -led organisations operating on the Groote Archipelago.

Actions:



6.17 Data Governance

Baseline Documents

Social Indicators and Data Governance to Support Local Decision Making in the Groote Archipelago (ANU 2022).

The idea that TOs hold the data pertaining to their communities and about the social and economic factors that impact their wellbeing and prosperity goes hand in hand with the principles of self-determination and evidence based local decision-making.

In 2021, the ALC entered into an MOU with the First Nations Portfolio of the Australian National University to implement research projects that create new knowledge that have practical benefits for the Anindilyakwa speaking people.

A project to deliver Anindilyakwa Data Governance was commissioned to provide a comprehensive community profile of the Groote Archipelago.

The processes undertaken by ANU in preparing the report on *Social Indicators and Data Governance to Support Local Decision Making in*

the Groote Archipelago (Social Indicators Report) involved a laborious task of accessing and sorting data from a range of sources, where in many cases data sharing protocols had not been established. The ANU researchers also engaged the services of TOs and ALC staff to ‘ground-truth’ the data (ANU, 2022 p.16). The Social Indicators Report was finalised in November 2022, and has been used extensively to inform the Strategic Plan 2023-33.

The Social Indicators Report (ANU 2022), provides valuable insight into the trends experienced by the Groote Archipelago communities across a range of focus areas and provides indicators that will support future decision making and to track changes across key indicators over time.

The Social Indicators Report is structured to align to the LDMA between the ALC and NTG, and provides findings to inform the strategies and actions to progress each of the priority service areas.

The Strategic Plan 2023-33 is similarly aligned with the LDMA priorities covered in Section 6.01 to Section 6-06. The Social Indicators Report (ANU 2022), is an essential read for all decision



makers and managers working across the Groote Archipelago and is available on the ALC website. Other NT communities too would benefit from a similarly structured Social Indicators Reports to support understanding of a range of economic, social and population indicators, to provide baseline data, to support decision-making strategy setting, and to measure change. The ALC views the NT Aboriginal Investment Corporation as being well placed to facilitate the development of community profiles across other NT communities.

The need for the Anindilyakwa people to have greater control of data about themselves and their communities in the formats that support the value and utilisation of the data was highlighted through the preparation of the Social Indicators Report (ANU 2022).

The ANU, as an extension of the development of the Social Indicators Report, worked with the ALC to establish an Anindilyakwa Data Unit that became the repository for the data that was collected.

The data was received and is stored in aggregated form for the Groote Archipelago region. The Anindilyakwa Data Unit will continue to

operate as a function of the ALC that will employ Anindilyakwa people to collect and analyse data on an ongoing basis that will provide local decision makers with information to support evidence-based decision making (ANU 2022).

The Anindilyakwa Data Unit will be establishing data sharing relationships, protocols, governance structures and practices that will be the first of its kind.

The ALC envisages that challenges will be encountered with some agencies that are unaccustomed to treating the data they collect about Indigenous communities as primarily being owned by those communities and aims to provide a pathway to a suitable agreement for the transmission of Groote Archipelago data to the Anindilyakwa Data Unit.

The Anindilyakwa Data Unit will provide a useful example of holistic and practical approaches to the implementation of Indigenous Data Governance for other first nations communities.

A data management framework will be established to define the principles and protocols to guide the use of the systems, and to



manage data access and sharing to ensure the data captured is used appropriately within the boundaries of cultural norms and privacy regulations.

The establishment of appropriate IT Policies, processes and cyber security measures across all organisations operating on the Groote Archipelago must also be prioritised. The proposed Future Groote Accord (refer to section 6-15 Advocacy and Collaboration) provides the mechanism through which Aboriginal Corporations operating on

the Groote Archipelago could work together to improved use of technology to support their activities and to coordinate the capture and use of Groote Archipelago data.

Creating an ability to measure outcomes and progress across all of the LDMA service delivery areas, in ways that reflect Anindilyakwa worldviews and priorities is one of the challenges, and one of the opportunities, presented by the return to local -decision making (ANU 2022, p.67).

Challenges/Risks
<ul style="list-style-type: none">-Processes and protocols of data sharing between government agencies and Indigenous communities is not an embedded practice.-The newly formed Anindilyakwa Data Unit requires the capacity and resources to deliver on requests made to it in a timely way to support decision making.-Gaps in data can hamper the reliability and value of data required to provide comprehensive analysis to support decision making.-Most data from external sources are captured within the context of the purposes and requirements of those agencies, and may not appropriately represent the Anindilyakwa population within their unique social and economic constructs.
Critical Success Factors
<ul style="list-style-type: none">-TO involvement in defining what data should be collected, how and being involved in collecting the data.-Data security measures are in place to ensure data privacy is maintained.-Appropriate data management system is in place to ensure the usefulness of data is maintained over time, that the data source is trusted and the information taken from it is credible.



- Data driven reports are clear and comprehensible to the end users (TOs, decision makers, managers).
- Key stakeholders establish data sharing agreements with the ALC.
- The Anindilyakwa Data Unit is established within a clear scope of works, roles and responsibilities to meet the needs of TOs.
- Funding for the Anindilyakwa Data Unit is committed for the long term.
- Organisations and agencies (particularly Commonwealth agencies) come to an agreement on sharing information and data pertaining to the Groote Archipelago.

Strengths

- The establishment of the Anindilyakwa Data Unit.
- Strong TO engagement and interest in this area of work and this represents opportunity for employment of TOs who have a wealth of knowledge in this area.
- ANU partnership brings technical expertise and know-how to navigate the complex network for data access and collection from third parties as well as in establishing the Anindilyakwa Data Unit.
- Success in sourcing data and with TO engagement experienced through the development of the Social Indicators Report (ANU 2022) process.
- There is strong support and a desire from agencies for TOs to hold data pertaining to their communities and practical examples of this have been experienced with NT Department of Education among others.
- Opportunity for the Anindilyakwa Data Unit to set a practical benchmark for Indigenous Data Governance to inform application in other First Nations communities in Australia and internationally.
- Indigenous Data Governance has been prioritized in the National Agreement on Closing the Gap and there is increased activity at the national level in this space which will support the work of the Anindilyakwa Data Unit.

Goals

The TOs of the Groote Archipelago have access to a rich repository of data in user-friendly formats relating to the Groote Archipelago and its communities that is utilised regularly to inform decisions.



Outcomes	
DG01	TOs have access to data and information about their communities to support evidence-based decision making.
DG02	That the Anindilyakwa Data Unit is fully functioning as a central repository for Anindilyakwa population, economic and community data and demonstrates capacity for the data to be retrieved, analysed and used in line with TO approved protocols and, relevant laws and regulations.
DG03	TOs guide and are involved in the activities of the Anindilyakwa Data Unit.



6-18 ALC Internal Governance, Finance and Risk Management

Baseline Documents

Governance of the ALC Audit Report (ANAO, 2023)

ALC Corporate Plan 2023-24 (ALC 2023)

The ALC is the peak organisation responsible for ascertaining and expressing the wishes of the TOs of the Groote Archipelago.

The functions of the ALC is defined under the *Aboriginal Land Rights (NT) Act 1975* and the ALC operates within the *Public, Governance, Performance and Accountability Act 2013* and is guided by the *Public Governance Performance and Accountability Rule 2014*.

The ALC is continuously working to improve its governance practices and to ensure that the ALC has in place strong financial controls and risk management that evolves with the operating context of the ALC.

The ALC's Corporate Plan is aligned to the Strategic Plan and outlines the purpose, key activities and performance measures it will track and

report on to the Minister for Indigenous Australians as the ALC carries out its functions under ALRA.

The ALC's Board structure provides representation across the 14 clans of the Groote Archipelago and decision making takes place through consensus following extensive consultation and discussion in language.

It is through the ALC Board structure that the primacy of TO decision making is upheld and attention is given to provide the ALC Board with the support and tools for effective decision making.

This section of the Strategic Plan provides a place for the ALC to address the actions planned to strengthen the internal governance, financial and risk management of the ALC.

In May 2023, the Australian National Audit Office (ANAO) completed the Governance of the Anindilyakwa Land Council audit report (governance audit report), which was part of a series of audits carried out by the ANAO of the governance of the four NT Land Councils.



The published governance audit report on the ALC can be found on the ANAO website (<https://www.anao.gov.au/work/performance-audit/governance-the-anindilyakwa-land-council>).

There were 15 recommendations to the ALC: two aimed at improving the exercise of decision-making authority, eight aimed at improving governance arrangements under the ALRA and five aimed at improving governance arrangements under the PGPA Act.

The ALC notes that the findings of the audit are mostly administrative and procedural in nature and reflects the rapid growth of the ALC to actively secure the future prosperity of the Groote Archipelago for the benefit of TOs, as mining ceases in 7-10 years. Added to this operating context is the challenge of establishing effective governance practices with limited resources in a very remote location, and the impact COVID had on governance improvement initiatives underway at the time.

The ALC is committed to continually strengthening governance arrangements in response to the operating context of the ALC and during the reporting period commenced working on the accepted 14

of the 15 recommendations and all seven improvement opportunities identified in the governance audit report. The ALC conducted a detailed analysis of the report and identified from it an additional 25 initiatives to be implemented to enhance governance arrangements, that were not identified in the governance audit report as recommendations or improvement opportunities. The ALC subsequently made a funding bid to NIAA in the ALC's operational budget request, to resource the delivery of improvements and was successful. Projects are being established to implement these actions.

Risk Management

The ALC remains focussed and committed to managing risk and identifying improvement opportunities as we deliver on our purpose. This ongoing commitment aims to protect the well-being of our personnel, financial assets and valuable resources (Corporate Plan 2023-24).



The ALC's risk management framework is a systematic approach designed to identify, assess and mitigate potential risks within the ALC. The approach consists of four key steps:

- Risk identification
- Risk assessment
- Control identification
- Control effectiveness monitoring

Every year, the programs within the ALC undertake a thorough review of the risks associated with their specific program. During this process a department risk register is developed with the assessed risks and identified controls. The controls are owned by the department manager, supported by the Risk, Innovation and Technology Manager.

The ALC has recently established a dedicated risk department to oversee and manage organisational risks. The ongoing development of the department's structure is currently underway, with funding confirmed from NIAA under ALRA s.64(1) to support the existing Risk, Innovation and Technology Manager.

Risk Management Areas for Improvement

The following initiatives will be undertaken to bring to life the risk management framework. The initiatives are aimed at lifting ALC's risk maturity:

- Build Capacity – the ALC will continue to focus on implementing risk management training for our staff to equip individuals with the knowledge and skills necessary to perform their responsibilities effectively and efficiently. Investing in our employees is paramount to fully embedding a self-sustaining risk culture for the ALC.
- Strengthen Audit and Assurance Functions – the Audit Committee's focus will be expanded beyond financial risk. The Audit Committee will be better supported by an appropriately skilled person providing secretariat services. The recently appointed Manager for Risk, Innovation and Technology will assume the role of Chief Risk Officer for the ALC, bringing crucial insights to critical decision-making regarding the future of the Groote Archipelago.



Ongoing enhancements will be made to the current risk management framework, including the development and implementation of measures for risk control and effectiveness monitoring across the ALC's risk portfolio.

These initiatives are aimed at ensuring the effective management of ALC's risks.

- Improve and Integrate Systems – The ALC is currently in the process of transforming the risk management process into a new digital system. This upgrade is intended to enhance ALC's

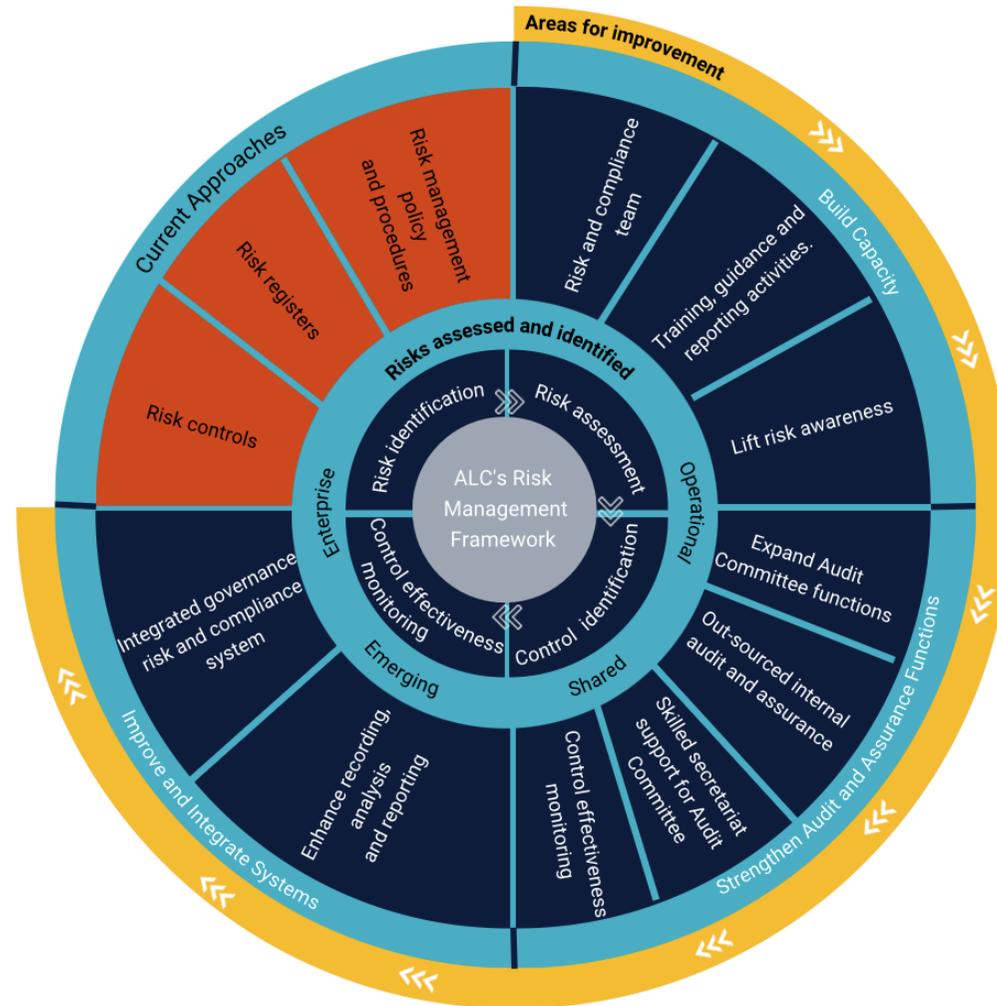
ability to support and automate action management, as well as promote greater transparency within our risk management process.

The latest ALC Corporate Plan, available on the ALC website, provides an overview of the ALC's key risks and controls.

The ALC's risk management framework is depicted in figure 6.18(1) on the next page.



Figure 6.18(1) ALC's Risk Management Framework (Corporate Plan 2023-24)





Challenges/Risks

- That the royalty monies from mining in the region is utilised effectively to secure a prosperous, culturally informed diversified economy post mining.
- That sufficient funding and resources are provided to the ALC to carry out the internal governance, financial and risk management improvements.
- Sourcing suitably skilled staff on the Groote Archipelago to support governance, finance and risk management measures.
- The challenges of operating in a remote environment adds complexity and cost to delivery of initiatives.

Critical Success Factors

- Appropriate level of ALRA s.64(1) operational funding provided to the ALC to support strong governance, financial controls and risk management systems and improvement initiatives.
- Ongoing commitment to build capability and capacity across the ALC.

Strengths

- The ALC is continually improving on its governance, financial and risk management within its operating context.
- An ALC resourced risk management function was established in 2023 with resources on Groote Eylandt to build risk awareness.
- The Finance Department is stabilised following a period of high CFO turnover.
- The ALC Board is actively engaged in decision making and enhancing their governance practices.

Goal

The ALC's internal governance, financial controls and risk management are robust and responsive to the operating context of the ALC to achieve ALC's purpose and its functions under ALRA.

Outcomes



GFR01	The ALC Board is equipped with the necessary support and decision-making tools to carry out its responsibilities.
GFR02	The ALC is fully compliant with its obligations and responsibilities under ALRA, the PGPA Act and other relevant legislation.
GFR03	The ALC structure and funding is appropriate to carry out its functions and achieve its purpose.
GFR04	Financial controls are in place to protect the resources and assets of the ALC.
GFR05	Finance operations are carried out using robust systems and processes that drive efficiency and effectiveness.
GFR06	The ALC's Risk Management Framework is comprehensive and fit for purpose for the operating context of the ALC.
GFR07	The ALC has a strong risk management culture and a high level of risk maturity in the way risks are identified, controlled and managed in the organisation.



7. Implementation and Feedback:

Business planning processes, templates for tracking and implementation will be established and updated periodically to align to the Strategic Plan to guide the work of the ALC. These implementation plans will be a working document that will be updated, revised and used to track progress against the above goals and outcomes periodically. The Strategic Plan 2023-33 will be updated periodically and is a continually evolving document. All actions will require ongoing consultation, refinement and/or adjustment. Some actions are at a conceptual stage and require much further discussion and investigation while others are at implementation stage.

Feedback to support updates of the Strategic Plan 2023-33 can be provided by emailing: governance@alcnt.com.au, with the following information provided to support the feedback being considered:

Source of feedback:	Individual names, forums or groups such as Boards, community reference groups etc... If the feedback was collected at a particular meeting/forum, provide details such as date of meeting, summary of attendees for example: "Housing Reference Group members".
Page Reference:	Relevant Strategic Plan heading and page number the feedback relates to.
Comments:	This may include TO feedback, queries, submission of information from community consultations or new reports that should be referenced in the Strategic Plan.



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9. Glossary

Aboriginal Corporation: organisation incorporated under the Corporations (Aboriginal and Torres Strait Islander) Act 2006. In this document, Aboriginal Corporations refers to organisations owned and representing the interested of the Aboriginal Traditional Owners (TOs) of the Groote Archipelago. They are at times referred to as Anindilyakwa-controlled entities. The Office of the Registrar of Indigenous Corporations administers the Corporations (Aboriginal and Torres Strait Islander) Act 2006 and regulates and provides oversight of Aboriginal Corporations.

Anindilyakwa: is the common language spoken by the TOs of the Groote Archipelago. The TOs of the Groote Archipelago are often referred to by this common language as the Anindilyakwa people or the Anindilyakwa-speaking people. This Strategic Plan generally uses the term Anindilyakwa people.

Groote Archipelago Housing Program (GAHP): GAHP defines how the various signatories to the LDMA Housing Implementation Plan (HIP) can work together to meet the objectives of community led

housing. It includes subdivisions, new builds, renovation and maintenance under government, royalty or other funding sources. The houses completed from 2019 onwards were built under GAHP.

Groote Eylandt Executive Steering Committee (GEESC): GEESC was born out of the original Regional Partnership Agreement in 2008 between the ALC, Australian Government, NT Government and GEMCO. It has provided a highly successful governance model that support the LDMA agreement and the Implementation Plans schedules to the LDMA by providing a forum through which Government, the ALC and GEMCO can address key issues facing the Groote Archipelago communities.

Overcrowding: Australian state housing agencies including the Northern Territory Government, and the Australian Bureau of Statistics, use the Canadian National Occupancy Standard (CNOS) to define overcrowding. CNOS is a measure of the number of people per bedroom for each home, taking into account household size and composition. The bedroom requirements for CNOS are: no more than two people per bedroom; children aged under 5 of the same or different genders can share a bedroom; children aged over 5 and



under 18 of the same gender can share a bedroom; children aged over 5 of different genders should not share a bedroom; couples and their children should not share a bedroom; single household members aged over 18 should have their own bedroom. Where these requirements are not met a home is considered overcrowded.

Warnumamalya: is a term used to refer to Aboriginal people residing on the Groote Archipelago. It includes Anindilyakwa-speaking people and others more broadly (tbc).



10. Appendix 1 – Aboriginal Corporations and Community Led Organisations.

This is a list of the organisation on the Groote Archipelago that play an important role in working on the priorities of the TOs of the Groote Archipelago. The roles each organisation plays individually is acknowledged by the ALC as supporting the Future Groote Archipelago. There is an opportunity to harness the collective role that Anindilyakwa-led organisations can play by collaborating and working together to maximising the success of the Strategic Plan 2023-33. A brief summary is provided below of the Anindilyakwa-led organisations on the Groote Archipelago. While most organisations listed are Aboriginal Corporations, some are not registered with the Office of the Registrar of Indigenous Corporations and these organisations have been included due to the significant role they play in community service delivery.

Entity Name	Size
Abindawiya Aboriginal Corporation	Small
Focus Areas	
Economic Development	
Key Activities	
- A Yantarrnga clan corporation. - Established to carry out fishing and aquaculture on traditional land and sea country.	
Website/ social media	
TBC	



Entity Name	Size
Amangarra Aboriginal Corporation	Medium
Focus Areas	
Economic Development; Health and Wellbeing;	
Key Activities	
<ul style="list-style-type: none">- Exercise powers for the benefit of members of the Yantarrnga/Wurragwagwa and Maminyamanja/Wurrawilya Clans.- Own and manage Leading Appliances in Alyangula which sells a wide variety of household goods, homewares, gardening items, telephones.- Own and manage the Amangarra automotive workshop that was established approximately two years ago as an interim service until the GHAC automotive centre is completed. Amangarra lease a part of the ALC warehouse and provide vehicle servicing and maintenance.	
Website/ social media	
Groote Leading Appliances & Homeware Centre Facebook.	

Entity Name	Size
Amekburra Aboriginal Corporation	Small
Focus Areas	
Economic Development;	
Key Activities	
<ul style="list-style-type: none">- A Mamarika clan corporation- Mamarika land and sea country is one of the locations being utilised for research and development of suitable aquaculture industries including trepang, rock lobsters and varieties of seaweed.- Operate Amabeeya Clean Ups local yard maintenance and refuse removal business in Umbakumba.	
Website/ social media:	
TBC	



Entity Name	Size
Aminjarrinja Enterprises Aboriginal Corporation	Large
Focus Areas	
Community Housing, Education, Health and Wellbeing	
Key Activities	
<ul style="list-style-type: none">- Membership includes Bara, Jaragba, Mamarika, Wurrawilya, Yantarrnga, Maminjamanja, Durrila, Nungumajbarr clans.-Renovating and building community housing since XXXX. Currently contracted under the NT Government Home Build and Room to Breathe Program.- Repairs and maintenance on community housing, and contract maintenance work for Groote Archipelago service providers and businesses.- Managing boarding school facilities and program in towns surrounding Cairns, for Groote Archipelago children.- Manage a Groote Archipelago elders respite centre and program in Cairns. TOs can access approximately 8 bedrooms the service and program provided over 2 week periods. Airfares are provided to support TOs travel.- Yellow Shirt program where senior people in community support with collecting students for school.- TO operated scabies treatment and prevention program that visited community houses (confirm if still running).- Part owner of TAH Northern Trading which is a grocery wholesaler that provides supplies to community supermarkets.	
Website/ social media	
https://tahnortherntrading.com.au	

Entity Name	Size
Angabunumanja Aboriginal Corporation	Medium
Focus Areas	
Economic Development	
Key Activities	
<ul style="list-style-type: none">- Membership includes Bara, Jaragba, and Murrungun clans. - Investigating and researching trepang fisheries for the Groote Archipelago.	



- Building of imported prefabricated community houses.
Website/ social media
TBC

Entity Name	Size
Angarmarada Aboriginal Corporation	Small
Focus Areas	
Economic Development	
Key Activities	
- An Umbakumba Jaragba, Mamarika and Marawili clan corporation. - Proposed the commercial and social fishing project currently being developed in collaboration with Groote Aqua AC and ALC Mining and Sustainability.	
Website/ social media	

Entity Name	Size
Anindilyakwa Advancement Aboriginal Corporation (AAAC)	Large
Focus Areas	
Economic Development; Financial Planning and Analysis	
Key Activities	
- Membership is from the Bara and Jaragba clans. -AAAC is owned by the TOs of Akwamburrkba (Winchelsea Island) and is the major joint venture partner of Winchelsea Mining Pty Ltd.	



- To raise enough revenue through resource development on Winchelsea Island to permanently support the economic and social future of all Anindilyakwa-speaking clans of the Groote Archipelago.

Website/ social media

<https://wmining.com.au>

Entity Name	Size
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Anindilyakwa Housing Aboriginal Corporation	Large
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Focus Areas

Community Housing

Key Activities

- Represents the 14 clans of the Groote Archipelago across all communities and outstations.
- Work with NT Government for the transfer of all community housing to AHAC by 2025 so that AHAC is the single community housing provided on the Groote Archipelago.
- Provision of the remote housing maintenance and tenancy support services for community.
- Facilitate the Housing Reference Group for each township.

- Carry out their Strategic Plan 2022-28 which has the following goals:
 Ensure all Anindilyakwa people can access sustainable housing that places culture first and is maintained, managed and developed by local people.
 Deliver new housing to meet the needs across the Archipelago
 Improve existing housing to meet the need across the Archipelago
 Ensure operations are well managed
 Empower local decision making and good governance
 Build capacity and capability for local employment and leadership
 Be financially independent and sustainable

Website/ social media

https://ahacnt.com.au



Entity Name	Size
Anindilyakwa Leaders Future Fund Aboriginal Corporation	Medium
Focus Areas	
Financial Analysis and Modelling.	
Key Activities	
- Represents the 14 clans of the Groote Archipelago. - Established to be a charity for the relief of poverty by providing senior long servicing ALC TO employees, members, Chairpersons and Deputy Chairpersons who meet the eligibility requirements (tenure) with access to a voluntary recognition and remuneration protection.	
Website/ social media	
N/A	

Entity Name	Size
Anindilyakwa Royalties Aboriginal Corporation	Large
Focus Areas	
Preserving Culture; Community Support Program, Land Use and Infrastructure	
Key Activities	
- Represents the 14 clans of the Groote Archipelago. - Holds the Township Leases for Groote Eylandt and Bickerton Island. - Major recipient of s64(3) royalty monies to support the community support program, preserving culture and other community programs. - Holds assets for community development and support programs. - Owns and operates the ARAC town worker's camp.	
Website/ social media	



TBC

Entity Name	Size
Anindilyakwa Services Aboriginal Corporation	Medium
Focus Areas	
Economic Development,	
Key Activities	
<ul style="list-style-type: none">- Represents the women of the 14 clans of the Groote Archipelago.- Be a strong advocate for improved social outcomes for women and their families.- Focus on initiatives that strengthen culture, education, wellbeing and good values.- Operate the Bush Medijina enterprise which combines traditional Indigenous native botanical knowledge in a modern hair & skincare range of products.- Strong employer of women on the Groote Archipelago utilising and harnessing ancient traditional knowledge.- Empowering women in enterprise development and entrepreneurship.- Established and operate the strong women's group.	
Website/ social media	
https://bushmedijina.com.au	

Entity Name	Size
Arirrki Aboriginal Corporation	Medium
Focus Areas	
Economic Development,	
Key Activities	
<ul style="list-style-type: none">- Membership includes mostly Lalara one and also includes members of Mamarika, Amagula, Wurramarrba and Ngalmi clans.	



- Represents a portion of the Lalara Clan of the Groote Archipelago.
- Operates the spectacular jumping crocodile cruises tourism business from the Adelaide River.
Website/ social media
TBC

Entity Name	Size
Arrindingmanja Aboriginal Corporation.	Medium
Focus Areas	
TBC	
Key Activities	
-A Lalara two clan corporation. -Currently considering different business possibilities.	
Website/ social media	

Entity Name	Size
Aruburabura Aboriginal Corporation	Small
Focus Areas	
Key Activities	
-A Lalara two clan corporation.	



- currently not operational. -previously owned apartments at Rainbow Beach.
Website/ social media
TBC

Entity Name	Size
Bartalumba Mini Mart Aboriginal Corporation	Medium
Focus Areas	
Health and Wellbeing	
Key Activities	
- Originally established as a family business and to provide food security for satellite communities including Malkala, Bartalumba Bay and Little Paradise. - Operates a commercial minimart at Pole 13 in Alyangula, to provide goods at a reasonable cost to people on Groote Eylandt.	
Website/ social media	

Entity Name	Size
Bush Fit Mob Pty Ltd (note: not set up under ORIC as an Aboriginal Corporation)	Small
Focus Areas	
-Health and Wellbeing; Law, Justice and Rehabilitation	
Key Activities	
- Bush Fit Mob is an entity that was established for the exclusive operation of sport and recreational programs at the request of the ALC for Anindilyakwa communities.	



- They have more recently expanded into youth diversion programs that is funded by NT Government and GEMCO.
- Manage sports and recreational activities in the schools and outside of schools in all communities.
- Programs are not only for children and youth and extend to men, women and elders in community.
- Activities include fitness training, basketball, nutrition programs, drumbeat, hip hop projects, yoga, school holiday programs and others.

Website/ social media

www.bushfitmob.com.au

Entity Name	Size
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Eylandt Clean Ups Pty Ltd (note: not set up under ORIC as an Aboriginal Corporation)	Small
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Focus Areas

Economic Development; Workforce Development and Performance

Key Activities

- Initially set up as a sole trader business by M. Murrungun (deceased), and which has since been restructured and has grown.
- Employees 8-12 TOs in Angurugu and services all outstations on Groote Eylandt.
- Provides yard maintenance, refuse removal, environmental management including maintaining firebreaks at outstations.
- Arborist activities including complete tree and stump removal, as well as trimming and pruning.

Website/ social media



Entity Name	Size
Groote Aqua Aboriginal Corporation	Medium
Focus Areas	
Economic Development	
Key Activities	
<ul style="list-style-type: none">- A corporation for all 14 clans of the Groote Archipelago.- Establishing aquaculture facilities and infrastructure (including trial ponds, hatcheries and grow-out ponds) and operating them for the benefit of the TOs of the Groote Archipelago.	
Website/ social media	
TBC	

Entity Name	Size
Groote Eylandt and Bickerton Island Enterprises Aboriginal Corporation (GEBIE)	Large
Focus Areas	
Economic Development, Community Support Program.	
Key Activities	
<ul style="list-style-type: none">- A corporation for all 14 clans of the Groote Archipelago.- Groote Eylandt and Bickerton Island Enterprises (GEBIE) is a not-for-profit Aboriginal Corporation assisting the TOs of the Groote Eylandt and Bickerton Island to improve their social wellbeing.- Community Development Program (CDP) provider for Angurugu, Umbakumba and Milyakburra.- Greent Ants garden maintenance service for households in the mining township of Alyangula.- Ngarringeckburake Women's Activity to express Anindilyakwa culture- Community Rejuvenation through community gardening and landscaping activities (Angurugu).	



<ul style="list-style-type: none"> - Woodwork and small motor workshop (Angurugu). - Wurridarringka Kitchen and Garden which involves the propagation of local produce, nutrition and experience in a commercial kitchen (Angurugu). - GEBIE Gang (Groote Archipelago Next Generation) which is an early intervention program supporting young men and women to make positive life choices. - Milyakburra and Umbakumba activities include producing traditional art and craft and community rejuvenation. - GEBIE has three for-profit subsidiaries GEBIE Civil and Construction, Groote Eylandt Lodge and Groote Eylandt Touring. - GEBIE Civil and Construction is a wholly owned subsidiary of GEBIE that undertakes commercial and residential construction, civil construction and earthmoving, building refurbishment, demolition and asbestos removal. GCC also has an onsite workshop, to service a wide range of vehicles and a concrete batching plant. - Groote Eylandt Lodge offer quality waterfront accommodation, restaurant, conference suite, day spa, art centre, and cultural experience and sports fishing operations.
Website/ social media
https://gebie.com.au

Entity Name	Size
Groote Eylandt Bickerton Island Primary College AC (GEBIPCAC)	Small
Focus Areas	
Education	
Key Activities	
<ul style="list-style-type: none"> - A corporation for all 14 clans of the Groote Archipelago. - GEBIPCAC exists to establish and operate a new independent school Wurrriyukwayuwa-Langwa College (Our Children’s College), and to coordinate and facilitate a range of educational programs and initiatives on Groote Eylandt and Bickerton Island. - GEBIPCAC is also responsible for designing and developing the curriculum for the school and for creating educational resources to support our children’s learning. <p>In addition to this, GEBIPCAC supports other educational projects and initiatives where local funds are invested for the benefit of Groote Eylandt children, including:</p>	



- Supporting children attending boarding schools in Cairns, Darwin and elsewhere, and their families.
- Assisting community children attending Alyangula Area School, including coordinating the recess and lunch program
- Training Anindilyakwa teachers to support teaching and learning at Wurriyukwayuwa- Langwa College.

Website/ social media

website:

Entity Name	Size
Groote Eylandt Community Watch AC	Small
Focus Areas	
Law, Justice and Rehabilitation	
Key Activities	
<ul style="list-style-type: none"> - Was established to operate the spotters program however the spotters program has remained as a community support program activity of the ALC. -not currently operating. 	
Website/ social media	
n/a	

Entity Name	Size
Groote Eylandt Milyakburra Youth Development Unit Aboriginal Corporation.	Medium
Focus Areas	
Law, Justice and Rehabilitation, Local Government	
Key Activities	



- youth services and counselling. - not currently operating.
Website/ social media

Entity Name	Size
Groote Holdings AC (GHAC)	Large
Focus Areas	
Economic Development; Workforce Development and Performance.	
Key Activities	
<ul style="list-style-type: none"> - A corporation for all 14 clans of the Groote Archipelago. - Developing major projects for the sustainable economic future of the TOs of the Groote Archipelago. - Developing and providing a range of support services to other entities in the region including asset development and management, administrative and accounting, transports services, safety and training services, logistic services, marketing and investment and other support services as needed and appropriate from time to time. - Incubating, supporting and ensuring major project profits and other royalty investments flow to TO businesses. - GHAC will play a significant role in the delivery of the Economic Development Implementation Plan and has been established to benefit all clans of the Groote Archipelago and structured to facilitate the delivery of major projects and industries, and to hold assets and infrastructure that benefits the Groote Archipelago post mining. - GHAC's main current focus is on the Little Paradise projects development (refer to 6-02 Economic Development). 	
Website/ social media	
https://ghac.com.au	

Entity Name	Size
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Lagulalya Aboriginal Corporation	Medium
Focus Areas	
Health and Wellbeing; Economic Development	
Key Activities	
- the community Corporation for Milyakburra community on Bickerton Island. -Own the community store, which is managed by Outback Stores. -Oversee all the diverse activities on Bickerton Island. -Manage the Milyakburra automotive workshop, Milyakburra airport, bus service to the ferry and the business/accommodation centre.	
Website/ social media	
TBC	

Entity Name	Size
Mikbamurra Aboriginal Corporation	Medium
Focus Areas	
Economic Development; Health and Wellbeing.	
Key Activities	
- Membership is mostly Mamarika, and one from Murrungun, Wurraramara and Wurrawilya clans. - Own the supermarket at Umbakumba which is managed by ALPA (Arnhem Land Progress Aboriginal Corporation).	
Website/ social media	
TBC	



Entity Name	Size
Mungwardinamanja Aboriginal Corporation.	Medium
Focus Areas	
Economic Development	
Key Activities	
- Membership includes Maminyamanja and part of the Wurrawilya clans. - Own and manage rental houses in Alyangula. -Own and manage laydown and storage business at Pole 8.	
Website/ social media	
TBC	

Entity Name	Size
Nuburumanja AC	Medium
Focus Areas	
Economic Development	
Key Activities	
- Membership is the Amagula clan. - own and manage rental units in Alyangula – Amagula Gardens.	
Website/ social media	



Entity Name	Size
Numayanga AC	Small
Focus Areas	
Economic Development	
Key Activities	
- Membership is Mamarika clan - Not currently active.	
Website/ social media	
n/a	

Entity Name	Size
Warnumamalya Health Services Aboriginal Corporation	Small
Focus Areas	
Health and Wellbeing	
Key Activities	
- A corporation for all 14 clans of the Groote Archipelago. - Oversee and support the implementation of the Health and Wellbeing LDMA implementation plan. - Established as the entity for the transition of local control and responsibility for health clinics on the Groote Archipelago from NT Health to an Aboriginal Community Controlled Health Organisation, which is a long-term goal for TOs. - Improve the standards of health, nutrition, and the physical, mental, emotional & spiritual wellbeing of the Anindilyakwa people. - Provide culturally sensitive primary and affiliated health care services for Anindilyakwa people. - Involve the Anindilyakwa people in the planning, decision making & provision of total health care for their communities.	



- Provide employment and training opportunities for Anindilyakwa people to work in the health sector and provide care to their communities
- Provide Anindilyakwa people with information and education about health, nutrition, exercise and healthy lifestyles.
- Works closely, cooperatively and collaboratively with NTG Health programs and personnel, and NTG Department of Chief Minister and Cabinet.
Website/ social media

Entity Name	Size
Warningakalinga Aboriginal Corporation	Medium
Focus Areas	
Health and Wellbeing; Economic Development	
Key Activities	
- Own and operates the main Angurugu supermarket.	
- Own and lease out the premises of the fast food takeaway in Angurugu.	
Website/ social media	

Entity Name	Size
Yimadumanja Aboriginal Corporation	Medium
Focus Areas	
Economic Development	
Key Activities	



- Membership is Wurrawilya clan.
- Own and operates the coffee shop in Alyangula with contracted management.
- Own the emerald river outstation houses of the old mission.

Website/ social media

TBC