



WORKING
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Strategic Plan

2019-2024

NOVEMBER 2019



Tangentyere
Council

WORKING
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A message from the President



I am proud to be a Town Camper. Tangentyere Council was founded by Town Campers to build a better future for our children, great grandchildren and future generations.

Tangentyere Council is 40 years old and has survived and prospered despite the challenge of the ever-changing public policy landscape. Despite this Tangentyere Council has always remained true to its purpose.

In December it will be a decade since our members the Town Camp Associations signed agreements that undermined and nearly destroyed three decades of self determination and community control. These agreements were the Tripartite Alice Springs Living Area Subleases between the Commonwealth, Territory and the Town Camp Associations. These agreements paved the way for significant Commonwealth investment but also saw control transitioned from an Aboriginal community controlled organisation, Tangentyere Council and its members to the Commonwealth and Territory. Today, our members, together with neighbouring Aboriginal communities throughout Central Australia and the Territory, have become the tenants of public housing. Tangentyere Council and its members didn't want to sign those agreements but were left with no choice. Our aspiration however is to lead the way back to community housing and the control of municipal and essential services, infrastructure, service delivery and community development.

Recently, Tangentyere Council signed a new and hopefully better agreement. The Territory has promised local decision making. Tangentyere Council is optimistic that this aspiration for self determination and community control can be achieved in collaboration with both levels of government through a

Tripartite approach. Tangentyere Council will continue to negotiate for our children and grandchildren.

Tangentyere Council and its Town Camp Members know how to negotiate, and we know how to fight, a lesson learned by the Commonwealth during the negotiation for subleases and the Strategic Housing and Infrastructure Program (SIHIP). The opening offer was \$20 million for 99-year subleases. The closing offer was \$100 million for 40-year subleases. Tangentyere Council and its Town Camp Members valued local decision making, self determination and community control so highly that it wasn't until threatened with the compulsory acquisition of our land that an agreement was executed.

This Strategic Plan supports our collective goal to work together so that we can take back what is ours. A generation of Town Campers fought for land, housing and services and won. For three decades we had control of our future. The work of three decades was threatened by government policy but Tangentyere Council remains strong. The tide has turned, both levels of government have recognised the value of self determination and community control. Tangentyere Council is ready to work toward the development, implementation and operation of self determination and community control at all levels of our service delivery and participatory development. These ideals work at the level of the individual, household, family, community and population. Tangentyere Council will work together with its members, clients and participants



to ensure engagement, participation, development and self determination.

Our goals are clear, we want to transition toward community housing and the consolidation of municipal and essential services; tenancy management; property management; and tenancy support services under Tangentyere Council and its subsidiaries: The Central Australian Affordable Housing Company; and Tangentyere Constructions. True community housing means the transfer of housing management agreements from the Department of Local Government, Housing and Community Development.

Tangentyere Council has also identified a range of key areas to be included within the scope of community control on the Town Camps, including but not limited to:

- Health promotion including demand and harm reduction;
- Environmental health including the healthy living practices;
- Crime prevention through environmental design;
- Energy sovereignty;
- Youth diversion, child protection and wellbeing;
- Strengthened service navigation, referral and interagency coordination; and
- Community led and place based service delivery through enhanced community centres.

Geoff Shaw President



'This Strategic Plan supports our collective goal to work together so that we can take back what is ours.'



A message from the Chief Executive Officer



With Tangentyere Council Aboriginal Corporation recently celebrating its 40th Anniversary, as the CEO I am proud of the history and achievements of the Town Camp Movement and Tangentyere Council.

Tangentyere Council continues to be a primary service provider to Alice Springs Town Camp residents and other Central Australian Aboriginal people in the areas of education, employment, housing, youth services, child, family and kin services, and social services.

Through our mission statement we strive to become the benchmark for quality sustainable program service delivery, which will be responsive to the needs of Town Camp residents in Alice Springs.

We will achieve this through the provision of efficient and effective services, utilising participatory approaches and sustainable use of resources. Our operations as a Council are guided by our values which include:

- Respect and pride;
- Handing on the passion;
- Unity and collaboration;
- Staff wellbeing;
- Integrity and honesty; and
- Self determination.

I look to the future and recognise the importance of sustainable growth throughout the Council utilising program goals and strategies which have been provided to us by our Board of Directors. I will continue to ensure we meet and exceed their objectives.

In order to achieve this the Council is always looking to invest in our workforce, improving our culture and work environment through activities and initiatives whilst striving to be an organisation that provides quality sustainable services to Town Camp residents

Tangentyere Council will continue to deliver programs and implement policies to achieve the goals identified in our 2019-2024 Strategic Plan.

Walter Shaw CEO



Our vision, mission and values

Our vision

We are proud to be Town Campers. Our vision for the future is:

- That we live and come together in safety and harmony, managing our lands, our houses and our community for the benefit of every Town Camp Housing Association and Aboriginal Corporation member.
- That our families are proud and strong, walking in both worlds, connected with the past, contributing to the present and working for the future.
- That the voices of Aboriginal Town Campers are heard and understood by all and there is respect and recognition for our history, cultural diversity, law and languages.

Our mission

At Tangentyere Council, our mission is to:

- Promote the history, culture, values, ideas, opinions, and views of the Aboriginal Town Campers.
- Deliver culturally appropriate, good quality services and programs in a way that creates a sustainable, peaceful, safe and positive way of life for Town Campers in Alice Springs.
- Support and develop the community leadership within Town Camps so that Town Campers are working together with Tangentyere, other organisations and all tiers of Government.



Our values

Respect and pride

We are proud of the history, strengths and achievements of Town Campers and Tangentyere Council. We respect the cultural authority of Town Campers, Traditional Owners/Custodians and Elders.

Handing on the passion

We have been given the responsibility from our founding men and women to look to the future and to hand on the passion for the wellbeing and advancement of Town Campers down through the generations.

Unity and collaboration

Our name means 'Working together'. We work together as an organisation and with others to achieve our vision. Quality – We believe that Aboriginal people are entitled to the best quality services and we work hard to be leaders in our field.

Staff wellbeing

We are committed to being an employer that supports Aboriginal and non Indigenous staff to work in safety and harmony and to make the most of every individual's potential.

Accountability, integrity and honesty

We are accountable to our clients and our stakeholders and act with integrity by being consistent and honest in the services we deliver and the information that we share.

Self determination

We are committed to determining our own future as town campers as individuals and as a collective. Town campers are the experts in their own lives and are best placed to make decisions about their future.

Guiding Principles – UN declaration on the rights of Indigenous Peoples

Tangentyere Council's approach is centred on enhancing and strengthening the capacity of Aboriginal people themselves to set their own agenda for social change and community-based development.

These Guiding Principles set out the underlying conceptual, policy and legal framework that underpin the way in which Tangentyere Council goes about all aspects of its work with Town Camp families and residents.

United Nations declaration on the rights of Indigenous Peoples

On 3 April 2009 the Australian Government affirmed its commitment to the legitimate rights and aspirations of Australia's Indigenous people as set out in the United Nations Declaration on the Rights of Indigenous Peoples. The Declaration sets out the individual and collective rights of Indigenous peoples as well as their rights to culture, identity, language, economic and social development as recognised in international law including.



The Declaration emphasizes the right of Indigenous peoples to self determination, to freely determine their own destiny, to maintain and strengthen their own institutions. The Declaration also prohibits discrimination and promotes the right to full and effective participation in all matters that concern them together with the right to retain distinct cultural identities and to pursue their own development in keeping with their own needs and aspirations.

Free prior informed consent

The principle of 'free prior informed consent' (FPIC) is recognised in the UN Declaration on the Rights of Indigenous Peoples. FPIC is fundamental to upholding the rights of Indigenous peoples to be informed (in appropriate and accessible language) about matters that affect them, their lands, territories and resources.

- **Free** – Consent is freely and willing given without coercion or manipulation;
- **Prior** – Meaningful, informed consent is given well in advance of any activity being undertaken;
- **Informed** – The process must involve consultation and active participation by people potentially affected with full disclosure of all relevant information in an accessible and understandable form; and
- **Consent** – To give permission or to allow something to be done having given consideration to relevant issues.

Capacity development

Social change takes place within a broad environmental context that involves individuals, families and community, differentiated by age and gender. Social change doesn't have a clear trajectory – a beginning, middle or an end – nor is it predictable or evenly paced. Social and behavioural change takes place over time and the imperatives for change must come from individuals and communities themselves.



'Social change doesn't have a clear trajectory, nor is it predictable or evenly paced.'



Tangentyere Council's approach to capacity building and development is guided by the following:

- **Human rights** – Active promotion and enjoyment of human rights – civil, political, social, cultural and economic is central to improving the lives of Aboriginal women, children and men. Inequality and marginalisation of Aboriginal people perpetuates disadvantage and dependency;
- **Self determination** – and Free Prior Informed Consent are necessary foundations for sustainable social, political and economic development;
- **Strengths based** – Recognition of the strengths and capabilities of individuals, families and communities and to build on these assets;
- **Participation and empowerment** – Aboriginal people are empowered by their own efforts and active participation, not by what others do 'for' or 'to' them. Empowerment is gaining the strength, confidence and vision to work both individually and together with others, to bring about positive change;
- **People-centred** – The design, delivery and implementation of programs, projects and services to improve the lives of Aboriginal people living in Town Camps and Central Australia must always be 'people-centred' and measured in terms of how they affect people's lives, in ways that are meaningful to them;
- **Interdependence** – Aboriginal society and culture is deeply grounded in family and kinship relationships. The interdependence between women, men and children whose needs are variable and distinct must be taken into account in developing measures to improve peoples' lives. It is not possible to 'target' one group only without also having an impact on the lives and wellbeing of everyone who relates to them. The particular needs of each group must be appropriately addressed;
- **Sustainability** – The process of change must seek to promote equality between, and for all, and enhance the ability of everyone to lead a fulfilling satisfying life for themselves and future generations. Sustainability is more than financial self-reliance. It is the capacity and resilience of people to withstand the stresses and pressures of everyday events and challenges;
- **Collaboration and co-operation** – There is an urgent need to work together to identify and implement evidence-based, community owned and led solutions to the particular challenges facing Aboriginal people living in Alice Springs and Central Australia. This can only be successful if all parties work together in a spirit of mutual respect and trust; and
- **Evidence-based approach** – Programs and services are planned, designed and informed by available research and evidence based practice. Tangentyere programs will draw on the wealth of practice material that it has access to including independent expertise and will respond to the differing needs of men and women.



Background

TCAC is an Aboriginal Community Controlled Organisation (ACCO) delivering human services and social enterprise activities for the benefit of Aboriginal people from the Town Camps, Alice Springs and Central Australia.

Tangentyere Council Aboriginal Corporation

Tangentyere Council Aboriginal Corporation (TCAC) was first incorporated in 1979. The organization was a finalist in the 2016 Reconciliation Australia, Indigenous Governance Awards and is one of the eight largest Aboriginal Corporations in Australia.

The Corporate Members of TCAC are the Town Camp Associations/Aboriginal Corporations, and these members are individual members of TCAC. Today, TCAC has more than 600 members. The TCAC Board of Directors is composed of the elected Presidents of the Alice Springs Town Camp Housing Associations/Aboriginal Corporations.

TCAC was formed to assist the Town Campers to gain legal tenure and in order to obtain water, electricity and housing. From 1979 until December 2009 TCAC operated as an Indigenous Community Housing Organisation (ICHO) and service provider.

In 2009, 11 Town Camp Associations and 3 Aboriginal Corporations executed Tripartite Alice Springs Living Area Subleases with the Executive Director of Township Leasing (EDTL) on behalf of the Commonwealth and the CEO of Housing on behalf of the Territory. The EDTL then entered a Housing Management Agreement (underlease) with the Northern Territory Government making the Department of Local Government, Housing and Community Development (DLGHCD) the Housing Authority for the Alice Springs Town Camps.

TCAC demonstrated its adaptability to this changed circumstance by re-positioning itself as a Human Services Organisation and by developing and founding the Central Australian Affordable Housing Company (CAAHC).

CAAHC was the first nationally accredited community housing provider in the NT. TCAC together with its subsidiary Tangentyere Constructions and CAAHC have proposed to the EDTL a collective strategy for the development and implementation a Community Housing Model (CHM). Both the EDTL and the DLGHCD are receptive to this proposal.

TCAC, CAAHC, the DLGHCD and the EDTL are working toward the co-design of a new Property and Tenancy Management Model (PTM) as an interim response to the development of CHM.

TCAC together with the Territory executed a Local Decision Making (LDM) Commitment Agreement in July 2019. LDM provides a pathway toward self determination and community control across a range of areas. It is the aspiration of TCAC that this work can be delivered in collaboration with the Territory and Commonwealth.

Today, TCAC delivers a wide range of services and participatory development activities to in excess of 10,000 predominantly Aboriginal people from a region that covers approximately 873,894km².

These services are broad, including community centers; youth development; tenancy support; aged; municipal and essential services; repairs and maintenance; construction; child protection and wellbeing; AOD harm minimisation; community safety and wellbeing; violence prevention and employment.

TCAC is committed to the employment and capacity development of Aboriginal people. 55% of the TCAC workforce of 273 people is Aboriginal. Inherent within TCAC employment of local Aboriginal people is the concept of Continuing Professional Development (CPD). An emphasis on CPD means that the organisation is well placed to recruit and develop jobseekers.

TCAC values intercultural communication and cultural safety in recognition of the multilingual diversity of its members and stakeholders.



'An emphasis on CPD means that the organisation is well placed to recruit and develop jobseekers.'



Alice Springs Town Camps

The following table provides an overview of the TCAC Town Camp Corporate Members.

Name	Alias	Incorporated	Tenure	Lot	Executed
Akngwertnarre	Morris Soak	14/11/1974	SPL-438	5150	22/12/1977
Anthelk-Ewlpaye	Charles Creek	16/07/1974	SPL-426	3702, 3704, 1733	12/08/1977
Anthepe Housing	Drive In	8/03/1974	SPL-412	5146	8/11/1976
Aper-Alwerrkngye	Palmer's Camp	17/04/1977	SPL-459	5180	25/07/1979
Ewyenper-Atwatye	Hidden Valley	11/08/1977	SPL-473	5189	30/01/1980
Ilparpa	Ilparpa	25/10/1979	SPL-493	5713	2/07/1980
Ilperle Tyathe	Warlpiri	17/11/1978	SPL-450	5149	30/01/1979
Ilyperenye	Old Timers	22/08/1977	SPL-550	5708	14/09/1981
Inarlenge	Little Sisters	28/02/1978	CROWN 1112	3701	11/06/1973
Irrkerlantye	White Gate	28/10/1992	N/A	N/A	N/A
Itwiyethwenge	Basso's Farm	N/A	SPL-554	5123	16/07/1976
Karnte	Karnte	11/07/1983	CROWN 1111	7850	1/02/1988
Lhenpe Artnwe	Hoppy's Camp	6/08/1986	N/A	0	N/A
Mount Nancy	Mount Nancy	16/07/1974	SPL-409	5135	16/07/1976
Mpwetyerre	Abbotts Camp	25/10/1979	SPL-543	2664	4/07/1980
Nyewente	Trucking Yards	6/02/1975	SPL-449	5152	28/12/1978
Yarrenyty Arltere	Larapinta Valley	17/11/1978	SPL-536	5195	23/06/1981

Alice Springs Town Camp language groups

Name	Alias	Location type	Languages
Akngwertnarre	Morris Soak	Town Camp	Warlpiri
Anthelk-Ewlpaye	Charles Creek	Town Camp	Arrernte, Anmatyerr
Anthepe	Drive In	Town Camp	Arrernte, Warlpiri, Luritja, Pitjantjatjara
Aper-Alwerrkng	Palmer's	Town Camp	Arrernte
Ewyenper-Atwatye	Hidden Valley	Town Camp	Arrernte, Warlpiri
Ilparpa	Ilparpa	Town Camp	Arrernte, Pertame, Luritja
Ilperle Tyathe	Warlpiri	Town Camp	Warlpiri
Ilyperenye	Old Timers	Town Camp	Arrernte, Warlpiri, Luritja, Pitjantjatjara
Inarlenge	Little Sisters	Town Camp	Arrernte, Warlpiri, Luritja, Pitjantjatjara
Irrkerlantye	White Gate	Town Camp	Arrernte
Itwiyethwenge	Basso's	Town Camp	Arrernte, Kaytetye, Anmatyerr, Alyawarr
Karnte	Karnte	Town Camp	Luritja, Pitjantjatjara
Lhenpe Artnwe	Hoppy's	Town Camp	Arrernte, Pertame, Luritja, Anmatyerr
Mount Nancy		Town Camp	Arrernte, Kaytetye, Anmatyerr, Alyawarr
Mpwetyerre	Abbott	Town Camp	Arrernte, Warlpiri, Luritja, Pitjantjatjara, Warumungu
Nyewente	Trucking Yards	Town Camp	Arrernte, Luritja
Yarrenyty Arltere	Larapinta Valley	Town Camp	Arrernte, Pertame, Luritja, Pitjantjatjara



Key result area one

01

Town Campers own, manage and lead the development of their Town Camps.

The need to have control and management of visitors was a recurring theme during consultation with Executive Council and Town Camp residents. There is a very clear need for external support and help with setting and enforcing rules for non-permanent residents in a way that is effective and culturally appropriate.

Peace and safety in Town Camps is a growing concern for residents and as such will be a priority for Tangentyere to facilitate discussion and action towards place based solutions that are supported by all stakeholders.

Equally important is the need to have community spaces in Town Camps that are accessible to all residents to be able to meet, as well as provide opportunities for integrated services to be delivered in an appropriate manner. Existing Community Centres have demonstrated their capacity for delivering significant outcomes such as improved governance, integrated service delivery, increased community engagement, reduced substance misuse, increased school enrolments/attendance,

safer communities and improved employment and training opportunities through the development of social enterprises.

In order to best meet the needs of our clients Tangentyere will review internal processes to increase communication internally and externally as well as aligning individual Divisional Plans to this Strategic Plan. This will enable Tangentyere to increase integration and synergy in the delivery of programs and services.

Our goals

01

Tangentyere Council delivers integrated services that are well resourced, appropriate and effective.

02

We have well resourced Community Centres that are accessible to all Town Campers.

03

Public spaces and community centres in Town Camps are owned, managed and maintained by Town Campers.

04

Effective and culturally appropriate visitor management framework in place for Town Camps.

Key result area two

02

Town Campers (elders, families, young people and children) are strong, safe and thriving.

Tangentyere Council was founded by the Town Camp residents to build a better future for their children and future generations. In order to continue this legacy, residents will be supported by Tangentyere Council to be able to have the right to determine their own future. The Housing Associations need to stay strong for the next 40 years to resume control of their Special Purpose Leases and Crown Leases.

To do this Tangentyere Council will increase the engagement of Town Camp residents. Leadership will be strengthened through training and support so that all Housing Associations have a strong presence and voice at Executive level. This will enable Town Camp residents to reach their stated goal for more ownership and responsibility for their public spaces.

Tangentyere Council has acknowledged the ongoing need for community members to inform service design and implementation. This will be done through increased communication and engagement with residents as well as an employment strategy that leads to yearly increases in

recruitment and retention of Town Camp residents at all levels of service delivery and management.

Young people are the future of the Housing Associations and Tangentyere Council will ensure that all activities are inclusive and include strategies to engage and develop the capacity of youth to fill future leadership roles.

Our goals

05

Town Campers are well informed, active and engaged at all levels of Tangentyere Council operations.

06

Town Camp Housing Associations are strong and effectively represent community members.

07

Town camps are peaceful and safe communities with effective social justice.

Key result area three

03

Tangentyere Council is the centre for excellence for service delivery to Town Camps.

Town Camps have often been portrayed in the media in a negative manner that fails to acknowledge their history, the determination of their residents and the achievements of the Town Camp Movement. Tangentyere Council is one of those achievements. Tangentyere Council will implement a communication strategy that ensures that key positive messages are delivered.

Tangentyere Council holds a strong and proud history of representing the interests of Town Campers, and intends to continue playing this role in the future. Important to this is Tangentyere Council's focus on increasing collaboration, strategic partnerships and opportunities to work with other organisations to progress the well-being and rights of all Aboriginal people in Alice Springs and Central Australia.

Whilst Tangentyere Council is an organisation that places a priority on the needs of the Town Camp residents, the mobility and interdependence of Aboriginal people of Central Australia creates a complex service delivery environment.

Tangentyere Council is in a unique position to increase the body of knowledge available about challenges, issues and opportunities facing Town Camp residents and other Aboriginal people in Central Australia. Tangentyere Council will use evidence-based research and program outcomes to inform government, policy makers and academic institutions, as well as to continuously improve our service design and delivery.

Our goals

08

Town Camps have a positive image and are recognised and respected for their history and their place in the Alice Springs community.

09

Tangentyere Council is well respected for its service delivery and role in progressing the well-being and rights of Aboriginal people from Town Camps and Central Australia.

10

Tangentyere Council Research Hub is recognised for its technical expertise, cultural competency and ability to identify, progress and respond to key areas within the sphere of Aboriginal social development.

11

Tangentyere Council delivers integrated services that are well resourced, appropriate and effective.

Key result area four

04

Tangentyere Council is a quality organisation that is financially and operationally sustainable.

Long-term financial sustainability is important to Tangentyere Council if it is to deliver the services and programs expected by Town Camp Residents.

Economic sustainability is an ongoing driver for Tangentyere Council and one that must be constantly monitored. Managing the financial viability of the Council in an evolving funding landscape is multifaceted.

The Council is constantly managing the dynamics of competing organisations while establishing collaborative partnerships, demonstrating value and accountability to funders, and maximising the contribution of leadership across Town Camps.

Responsible long-term financial sustainability will ensure that:

- Council will remain in a healthy financial position;
- Resources are distributed fairly; and
- Funding is made available for the maintenance, replacement and upgrade of assets to deliver appropriate levels of service to Town Camps.



'Economic sustainability is an ongoing driver for Tangentyere Council and one that must be constantly monitored.'



Our goals

12

Achieve and maintain accreditation against ISO 9001:2015 Quality Management System.

13

Ensure financial sustainability through continuous monitoring of the organisation's budgets, forecasts and cashflows.

14

To maintain the organisation's operational capabilities into the future by efficient and effective utilisation of the Council's assets.

Strategies

The following key strategies have been identified through extensive consultation with the Executive Committee, Town Camp Housing Associations/Aboriginal Corporations, senior management and staff of Tangentyere Council, external stakeholders and collaborative partners.

Achieve organisational collaboration through clear operational frameworks that acknowledge shared responsibilities

This is about how we conduct our business and provide best practice and quality services.

Build the capacity of Executive and members of the Housing Associations

Strong Leadership requires succession planning and skill development. Community Action Plans that are developed and implemented at community level will provide opportunities for Town Camp residents to take responsibility and ownership of future developments.

Support for the 4 Corners Committee (comprised of knowledgeable lawmen) and the Women's Committee will ensure the maintenance of cultural and traditional leadership skills.

Promote, educate and advocate for the work of Tangentyere Council in accordance with the organisation's communication strategy, building partnerships with stakeholders

We will put in place strategies to ensure that we communicate effectively at all times with; Town Camp residents, internal and external stakeholders including the Alice Springs community.

Increase the level of employment, training and retention of Town camp residents

Tangentyere is one of the largest employers of Aboriginal people. We will improve our succession planning and processes to increase employment outcomes for Town Camp residents. Individual Town Camp Community Action Plans will identify opportunities and strategies to develop skills and engagement.

Extend Community Centres for Town Camps beyond the three that currently exist

Residents of Town Camps, staff and external service providers have long advocated for Community Centres that provide a place to meet, host service delivery and promote social inclusion. The existing Community Centres demonstrate the advantages and the need to expand centres for the benefit of all Town Campers.

Review and clarify the role and effectiveness of Tangentyere Council Social Enterprises

Tangentyere will develop a clear framework that measures and prioritises the social impact, outcomes and financial objectives of our Social Enterprises.

Promote and encourage quality programs and services throughout the Council

Tangentyere Council will promote strong positive communication around ISO 9001:2015 Quality Management System throughout all programs.

Strategies and goals

Key result area one

Town Campers own, manage and lead the development of their Town Camps.

Strategies	Goals	How the strategy will achieve the goal
Achieve organisational collaboration through clear operational frameworks that acknowledge shared responsibilities.	Goal 01 Tangentyere Council delivers integrated services that are well resourced, appropriate and effective.	<ul style="list-style-type: none"> Database meets the needs of all programs and services; Operation Plans align with Strategic Plan and are regularly reviewed and evaluated; Communication strategy leads to improved information sharing between departments; Individual program databases are integrated into one organisation wide database allowing for appropriate information sharing; and Advocacy for effective housing.
Extend Community Centers for Town Camps beyond the three that currently exist.	Goal 02 We have well resourced Community Centre's that are accessible to all Town Campers.	<ul style="list-style-type: none"> Effective and targeted municipal services; and Effective tenancy support services.
	Goal 03 Public spaces and Community Centre's in Town Camps are owned, managed and maintained by Town Campers.	<ul style="list-style-type: none"> Town Camp residents have access to a Community Centre that is within walking distance; Town Camp residents have access to Community Centres that are well resourced; A feasibility study will be undertaken to identify whether Town Camp clusters can be serviced by shared Community Centres; Tangentyere Council and the Town Camp Associations/ Aboriginal Corporations will collaborate in the development of funding submissions; and Advocacy around visitor management.
Coordinate the process that leads to an effective and culturally appropriate visitor management policy for Town Camps.	Goal 04 Effective and culturally appropriate visitor management policy in place for Town Camps.	<ul style="list-style-type: none"> Town Camp residents have the skills and knowledge to manage and maintain their public spaces and/or community centres; Residents have a safe place to voice opinions and concerns outside of public meetings; Provide a place for service delivery. Increase job opportunities; Partnerships and collaborations are formed to support a culturally appropriate process to manage visitors; Tangentyere Council will work with individual Housing Associations/ Aboriginal Corporations to engage/manage external service providers such as Territory Housing, NT Police, Shires and Alice Springs Transformation Plan to develop strategies for visitor management; and Tangentyere Council will actively develop MOUs with key external agencies. Tangentyere Council will support the development of MOUs between external agencies and the Housing Associations.

Key result area two

Town Campers (elders, families, young people and children) are strong, safe and thriving.

Strategies	Goals	How the strategy will achieve the goal
Build the capacity of Executive and members of the Housing Associations.	Goal 05 Town Campers are well informed, active and engaged at all levels of Tangentyere Council operations.	<ul style="list-style-type: none"> Housing Association members contribute to increased communication with Tangentyere, building the confidence and involvement of all Town Camp residents; Town Camp residents are confident to be involved in governance because they are trained and supported by Tangentyere Council; Elected members have the skills and support to lead the development of Community Action Plans for each Town Camp; Community Action Plans provide opportunity for all residents to be involved; Elected members actively promote an employment strategy that increases the level of Town Camp residents employed by Tangentyere Council; and A process is in place to ensure that all members' voices are heard.
	Goal 06 Town Camp Housing Associations are strong and effectively represent community members.	<ul style="list-style-type: none"> Build the strength of Housing Associations through the public acknowledgement of their identity and role; Members of Housing Associations and Executive Council have the knowledge and skills to be actively involved at the community and organisational level; Town Camp residents lead the direction of the Council through their elected members; Young people are actively encouraged, developed and given opportunity to be involved in the Council's governance; and Capacity building leads to an increased awareness of housing association roles, responsibilities and legal rights.
Increase the level of employment, training and engagement of Town Camp residents.	Goal 07 Town Campers are well informed, active and engaged at all levels of Tangentyere Council operations.	<ul style="list-style-type: none"> Town camp residents are employed in service delivery within their community; Employment strategy leads to a yearly increase in the level of recruitment and retention of town camp residents; Community members increasingly inform service design and implementation; Regular evaluations confirm that service programs are meeting the needs of our clients; Employment strategy recognises cultural skills that complement 'technical skills'; Employment has clear pathways supported with mentoring; and Employment processes include ways to support and retain staff through less exciting 'entry level jobs'.
	Goal 08 Town camps are peaceful and safe communities with effective social justice.	<ul style="list-style-type: none"> Partnerships and collaborations are formed to support a culturally appropriate process to manage visitors; Tangentyere Council will work with individual Housing Associations/ Aboriginal Corporations to engage/manage external service providers such as Territory Housing, NT Police, Shires and Alice Springs Transformation Plan to develop strategies for visitor management; Tangentyere Council will actively develop MOUs with key external agencies; and Tangentyere Council will support the development of MOUs between external agencies and the Housing Associations.

Strategies and goals

Key result area three

Tangentyere Council is the centre for excellence for service delivery to Town Camps.

Strategies	Goals	How the strategy will achieve the goal
Promote, educate and advocate for the work of Tangentyere Council in accordance with the organisation's communication strategy, building partnerships with stakeholders.	Goal 08 Town Campers have a positive image and are recognized and respected for their history and their place in the Alice Springs community.	<ul style="list-style-type: none"> • Positive change in public perception; • Communication strategy is known and adhered to by all staff; • Public messages are clear, positive and promote collaboration; • Tangentyere Council is represented at inter-agency and community meetings; and • Tangentyere Council works collaboratively and all management and staff contribute to a positive public image.
	Goal 09 Tangentyere Council is well respected for its service delivery and role in progressing the well-being and rights of Aboriginal people from Town Camps and Central Australia.	
Promote and conduct research that is meaningful and results in practical outcomes.	Goal 10 Tangentyere Council Research Hub is recognised for its technical expertise, cultural competency and ability to identify progress and respond to key areas within the sphere of Aboriginal social development.	<ul style="list-style-type: none"> • Lead research and evaluation in service delivery for town campers; • Tangentyere Council promotes its Research Hub; • Evidence based research informs government, policy makers and academic institutions; • Aboriginal researchers are involved in the whole research process; • Client feedback systems are established and used; and • Implement an organisation wide data collection system to provide accurate data on town camps.
Review and clarify the role and effectiveness of Tangentyere Council Social Enterprises.	Goal 11 Tangentyere Council delivers integrated services that are well resourced, appropriate and effective.	<ul style="list-style-type: none"> • Social enterprises have clear strategic direction and purpose.

Key result area four

Tangentyere Council is a quality organisation that is financially and operationally sustainable.

Strategies	Goals	How the strategy will achieve the goal
Promote and encourage quality programs and services throughout the Council	Goal 12 Achieve and maintain accreditation against ISO 9001:2015 Quality Management System.	<ul style="list-style-type: none"> • Tangentyere Council promotes strong positive communication around ISO 9001:2015 Quality Management System; • Achieve and maintain accreditation against ISO 9001:2015 Quality Management System; • Assess the training needs of all staff and implement training plans to support their development; • Improve communication, collaboration and information sharing between Tangentyere Council divisions to provide integrated service delivery; and • Develop and maintain mechanisms for regular service delivery reporting against agreed plans.
Promote financial accountability by ensuring compliance to financial policies and procedures	Goal 13 Ensure financial sustainability through continuous monitoring of the organisation's budgets, forecasts and cashflows.	<ul style="list-style-type: none"> • Budgets developed in accordance to policy; • On time monitoring in accordance to policy will ensure on time reporting to funding bodies; and • Accurate forecasting will aid with financial sustainability.
Promote strong financial governance frameworks throughout the organisation	Goal 14 To maintain the organisation's operational capabilities into the future by efficient and effective utilisation of the Council's assets.	<ul style="list-style-type: none"> • Strong financial governance will help manage performance, control data, compliance and overall operations; • Outlines board and management committee structures, mandates, membership, and chart; • Promotes the design of a governance framework; • Delineates organizational structure, reporting lines, and relationships; and • Highlights role and independence of control and support functions.

Key performance indicators

Key result area one

Town Campers own, manage and lead the development of their Town Camps.

Goals	Key Performance Indicator
Goal 01 Tangentyere Council delivers integrated services that are well resourced, appropriate and effective.	<ul style="list-style-type: none"> All Town camps are supported by appropriate quality services identified as required by residents.
Goal 02 We have well resourced Community Centre's that are accessible to all Town Campers.	<ul style="list-style-type: none"> Town Camp residents have access to a Community Centre that is within walking distance; Town Camp residents have access to Community Centres that are well resourced; and Community Centres are used by service providers to engage with residents.
Goal 03 Public spaces and Community Centre's in Town Camps are owned, managed and maintained by Town Campers.	<ul style="list-style-type: none"> Town Camp residents have increased ownership and responsibility for their public spaces; Town Camp Association/Aboriginal Corporations are negotiating with the Executive Director of Township Leasing to acquire subleases over vacant community land and community infrastructure; and Town Camp Association/Aboriginal Corporations are negotiating with Remote Jobs and Community Program provider(s) to facilitate community development projects for the participation of residents in the management and development of their public spaces and infrastructure.
Goal 04 Effective and culturally appropriate visitor management policy in place for Town Camps.	<ul style="list-style-type: none"> A process is in place that gives Town Camp residents the ability to control visitor's length of stay and behavior; and Meeting's conducted with key stakeholders result in an effective visitor management policy.

Key result area two

Town Campers (elders, families, young people and children) are strong, safe and thriving.

Goals	Key Performance Indicator
Goal 05 Town Campers are well informed, active and engaged at all levels of Tangentyere Council operations.	<ul style="list-style-type: none"> Regular evaluations confirm that programs are meeting the needs of our clients; Employment strategy leads to a yearly increase in the level of recruitment and retention of town camp residents; and Community members increasingly inform service design and implementation.
Goal 06 Town Camp Housing Associations are strong and effectively represent community members.	<ul style="list-style-type: none"> Effective governance in place including regular participation and involvement by all Housing Associations; Residents have an increased knowledge of Tangentyere Council, service provisions and their role/responsibilities as the owners of the Council; Meetings meet quorum; and Strong leadership in place with local strategies for each Town Camp Association/Aboriginal Corporations to engage residents.
Goal 07 Town Campers are well informed, active and engaged at all levels of Tangentyere Council operations.	<ul style="list-style-type: none"> A Road Safety Plan is in place that includes speed bumps, speed limits and signs as well as barriers to ensure cars stay on roads; Residents are clear about the role of the Night Patrol service; Night Patrol service has been evaluated and recommendations implemented; Common understanding established with police around respectful behavior and agreed protocol in place; Town Camp residents report feeling safe; and Town Camp residents work collectively through their Town Camp Association/Aboriginal Corporation to develop strategies, implement processes and engage external agencies.

Key performance indicators

Key result area three

Tangentyere Council is the centre for excellence for service delivery to Town Camps.

Goals	Key Performance Indicator
Goal 08 Town Campers have a positive image and are recognized and respected for their history and their place in the Alice Springs community.	<ul style="list-style-type: none"> • Positive change in public perception; • Communication strategy is known and adhered to by all staff; • Public messages are clear, positive and promote collaboration; and • Tangentyere Council is represented at inter-agency and community meetings.
Goal 09 Tangentyere Council is well respected for its service delivery and role in progressing the well-being and rights of Aboriginal people from Town Camps and Central Australia.	<ul style="list-style-type: none"> • Evidence based research and program outcomes informs government, policy makers and academic institutions; • Tangentyere Council is well represented at appropriate meetings and forums; and • Tangentyere Council has strong relationships with all stakeholders.
Goal 10 Tangentyere Council Research Hub is recognised for its technical expertise, cultural competency and ability to identify progress and respond to key areas within the sphere of Aboriginal social development.	<ul style="list-style-type: none"> • Number of commissioned research projects; • Evidence based research informs government, policy makers and academic institutions; and • Aboriginal researchers are involved in the whole research process.
Goal 11 Tangentyere Council delivers integrated services that are well resourced, appropriate and effective.	<ul style="list-style-type: none"> • All Town camps are supported by appropriate quality services identified as required by residents.

Key result area four

Tangentyere Council is a quality organisation that is financially and operationally sustainable.

Goals	Key Performance Indicator
Goal 12 Achieve and maintain accreditation against ISO 9001:2015 Quality Management System.	<ul style="list-style-type: none"> • Tangentyere Council's policies and procedures are all up to date and approved by Board of Directors; • Communication strategy is developed for implementation of ISO 9001:2015 Quality Management System; • Program staff are regularly using and updating appropriate quality databases; and • ISO 9001:2015 Quality Management System is implemented on time.
Goal 13 Ensure financial sustainability through continuous monitoring of the organisation's budgets, forecasts and cashflows.	<ul style="list-style-type: none"> • All funding application budgets are to be approved by OCE/Finance prior to applications being submitted; • All funded programs are to be registered on database showing; application, budget, signed agreement, KPIs, milestones. Prior to a program occurring any expenses; • Agreed upon program budgets between Divisional Managers/OCE/Finance being set prior to the start of the new financial year; • Monthly meeting with Divisional Managers to discuss actual versus budgeted year-to-date performance; and • Quarterly financial performance presentation to the Board of Directors, based on actual versus budgeted year-to-date performance.
Goal 14 To maintain the organisation's operational capabilities into the future by efficient and effective utilisation of the Council's assets.	<ul style="list-style-type: none"> • The development of a Fixed Asset Policy, approved by the directors, to be a guideline for fixed asset management; • The establishment of an fixed asset reserve, with an budgeted increase to reserve to meet future fixed assets requirements, as per the Fixed Asset Policy; • Six monthly fixed assets meetings between OCE and Finance to ensure adequate fixed asset investment to meet future requirements; and • A Financial Asset Policy to ensure that the greatest return on financial assets, based on a minimal risk profile and available cashflows.



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