

Strategic Implementation Plan

Mai Wiru

Regional Stores Policy and associated regulations
for the Anangu Pitjantjatjara Yankunytjatjara Lands

tjungarinkula marpitjanyi

everyone going together down the same road

JANUARY 2005

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Acknowledgements

Mai Wiru Regional Stores Policy is an Anangu community initiative for health and wellbeing on the Anangu Pitjantjatjara Yankunytjatjara Lands . The implementation of the Mai Wiru Regional Stores Policy is being auspiced by Nganampa Health Council for the Aboriginal community-controlled service providers to the region and all community councils. Implementation of the Stores Policy has been funded by the Australian Government Department of Health and Ageing (DOHA) through Rural Primary Health Services.

We would like to acknowledge the input of chairpersons and community councils of each community on the Anangu Pitjantjatjara Yankunytjatjara Lands through the Stores Steering Committee. Nganampa Health Council has auspiced the project to develop this plan through UPK, its public health arm, with Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council and Anangu Pitjantjatjara Yankunytjatjara. We acknowledge the input of store managers on the Lands and of our proposed partners in implementation whose names appear on the next page.

Proposed partners in policy implementation

- Anangu community members
- Community Councils
- Store committees, Anangu Store mayatjas and store managers, from Indulkana, Mimili, Pukatja, Kaltjiti, Amata, Kanypi, Pipalyatjara, Kalka and Watarru communities.
- Anangu Health Mayatjas, Anangu Health Workers, Anangu Education Workers
- Nganampa Health Council
- UPK, its public and environmental health arm
- Ngaanyatjarra Pitjantjatjara Womens' Council
- Pitjantjatjara Yankunytatjara Media
- Anangu Pitjantjatjara Inc
- AP Services
- Pitjantjatjara Yankunytatjara Education Council

Australian Government

- Department of Health and Ageing Rural Primary Health Services
- Council of Australian Governments
- Indigenous Coordination Centre
- Department of Education and Workplace Relations
- Department of EST

South Australian Government

- Office of Premier and Cabinet
- SA Department of Health - Environmental Health Branch
- Office of Consumer and Business Affairs (in the Attorney General's Department)
- Department of FEEST

Potential industry partners

- Metcash Trading Limited Australasia / Campbells Cash and Carry
- Arnhemland Progress Association (ALPA)
- Peter Franklin
- Metrobusiness Retail IT

Introduction

The strategic implementation plan for the **Mai Wiru Regional Stores Policy** is a comprehensive plan to address the issues of food security, food access (including affordability) and food availability (including range and quality) which form barriers to Anangu health and wellbeing. This Strategic Implementation Plan should be read in conjunction with the *Mai Wiru Regional Stores Policy* and the *Mai Wiru Stores Handbook*.

Background

The impact of food supply on Aboriginal health in remote communities is now widely recognised. The role of the community store in the health and wellbeing of Anangu has been a topical issue for some years. The need for a regional stores policy on the AP lands was first identified in the 1987 UPK Report (*Report of Uwankara Palyanku Kamyintjaku – An Environmental and Public Health Review*) and was recommended again in the *Mai Wiru* nutrition intervention at Pukatja (Ernabella community) in the early 1990's.

Mai Wiru translates literally as 'Healthy Food' but as Tjikalyi Colin AM (dec.) said, the term has a wider meaning:

Mai Wiru is not just about cooking, it is about everything. It is about knowing about healthy food and knowing how to buy it, how to look after money, write it all down, and teach the children.

(TC 1993)

In 1993 an economic study of the AP Lands for ATSIC carried out by the South Australian Centre for Economic Studies found that Anangu experience both relative and absolute poverty according to the Henderson definitions¹.

The 1998 survey *Cost of Living on the Anangu Pitjantjatjara Lands* (Tregenza 1998) spelt out the link between poverty and food accessibility, noting that some families would go without food for up to three days a week, surviving on tea and damper, because they could not afford the food they needed from the local store.

In December 1998 at an Anangu Pitjantjatjara Executive meeting it was resolved:

- that AP develop a policy to fix the price of identified health items in stores on AP Lands, and support community councils in putting this policy in place
- that AP be directed to negotiate with the appropriate agencies, including Australian Government and State Government departments for their support in establishing an appropriate price for identified health items in community stores, and find the support, including funds, to implement this on AP Lands
- that AP develop a stores policy in conjunction with all community councils, Nganampa Health Council and NPY Women's Council, to be applied on AP Lands

In December 2000 funding was made available by the Australian Department of Family and Community Services. In the ten months December 2000 to October 2001

the *Mai Wiru Regional Stores Policy* was developed through a community development process operationalised through a 25-member steering committee, using participatory planning techniques.

The project to develop the policy was auspiced by Nganampa Health Council. It was estimated that up to 80% of adults on the APY Lands participated in developing the policy. The process included active collaboration with other stakeholders and projects including ATSIC, South Australian Government and the Eatwell SA project.

The policy was ratified by a General Meeting of Anangu Pitjantjatjara, held at Umuwa on 3 July 2001. The following resolution was passed at this meeting:

THAT the meeting directs the Executive Board of Anangu Pitjantjatjara to request the Government of South Australia to cause there to be made pursuant to Section 43 (1) of the Pitjantjatjara Land Rights Act a Regulation the operative part of which is in the following words or words to that effect:

A stores policy applicable in relation to the lands (as defined in the Act) is hereby prescribed as a matter in relation to which by-laws may be made by Anangu Pitjantjatjara pursuant to section 43 (3) of the Act (and for the purposes of this regulation 'stores policy' means any policy at any time adopted by Anangu Pitjantjatjara which has as its goal improving the health and wellbeing of the people on the lands by ensuring continuous access for them to nutritious and affordable food and essential health items).

By December 2001 all community councils and the regional Aboriginal community controlled service providers ratified the Stores Policy.

Summary of Mai Wiru Regional Stores Policy content

The goal of the *Mai Wiru Regional Stores Policy* is to improve the health and wellbeing of Anangu living in the Anangu Pitjantjatjara Lands by ensuring continuous access for them to nutritious and affordable food and essential health items, and endorses the expressed aim of the 1999 *South Australian Food and Health Policy* which aims 'to promote the health of South Australians and reduce the preventable burden of food-related illness, disability and early death'.

The Stores Policy is set within the context of current international, Australian and State food and nutrition policiesⁱⁱ.

The *Mai Wiru Stores Policy* recognises the complexity and interrelatedness of store operations in remote communities and all the factors that affect the ability of community members to buy, store and prepare food. The regulations contained in the Policy cover the range of store operations, listed below:

1. Supply: food security, food availability and food affordability

- Opening hours
- Range of goods
- Affordability
- Healthy Stores Boxⁱⁱⁱ
- Needs of homelands and outstations
- Other: Cold water to be available
- Takeaway and pre-prepared foods
- Items that will not be stocked

- Cigarettes, tobacco and related products
- Bush tucker
- House cleaning and maintenance items
- Gardening supplies
- Fuel and vehicles
- 2. Food safety and hygiene
- 3. Nutrition awareness and health promotion s(including display systems)
- 4. Employment and training
- 5. Fair trading
 - Advertising and sales activities
 - Paying for goods and services
 - Store credit
 - Quality of goods/services and refunds
 - Trading hours
 - Dealing with customers
 - Dealing with complaints
- 6. Management and accountability
- 7. Infrastructure
- 8. Monitoring and evaluation
- 9. Public display of the Policy

Mai Wiru Process and Policy : Regional Stores Policy and associated regulations for the Anangu Pitjantjatjara Lands was printed and distributed to all community stores and other stakeholders in 2002. A smaller A5 printed booklet containing just the *Regional Stores Regulations* was printed also, for ease of reference.

Implementation

As the work moved from policy development into implementation Nganampa Health Council, through its public health arm, UPK, has continued to support the Steering Committee of the Stores Policy. The Steering Committee is made up of representatives of each community and store on the Lands.

In the preliminary stages of implementation of the Stores Policy UPK initiated a range of work including

- nutrition initiatives: for example a master butcher visited the lands, demonstrated ratios of fat to lean meat, and conducted tastings at stores
- installation of standardised scanning and point of sale equipment
- installation of new refrigerators, shelving, and a new produce room at Pukatja
- nutritionists at the South Australian Department of Human Services developed a nutrition handbook which identifies lines that meet Mai Wiru product criteria and can be used by store managers for ordering. This will be available in 2005
- Stores forum meetings, for consultation and information sharing, attended by community Council Chairpersons, community Municipal Services Officers, store managers

Concurrently ATSIC provided funding to AP Services to build new stores at Mimili, Kaltjiti, Pipalyatjara and Watarru.

A further associated study of June 2000 by Eat Well SA identified freight requirements as a significant factor contributing to higher costs of fresh food in rural and remote communities. The Freight and Marine Logistics Unit of the South Australian Department of Transport and Urban Planning carried out a technical assessment of freight logistic services to the AP Lands, with the aim of identifying options for improved services. This survey produced:

- a report
- commercial software to enable group purchasing of freight; this software is available
- a cold chain management document

Banking and credit facilities are an important related issue which affects the capacity of Aboriginal people in remote communities to afford the food and goods they need.^{iv} On the APY Lands Nganampa Health Council and PY Media have put in place the PY-ku project to put Regional Transaction Centres at Indulkana, Mimili, Pukatja, Kaltjiti, Amata, Pipalyatjara or Kalka (to be decided) and Watarru. PY-ku will provide:

- public access internet
- a front counter
- staffing office
- office space for hire
- video conferencing room
- meeting rooms
- SAPOL and general services such as Births Deaths and Marriages, licencing, registration, insurance and so on
- Centrelink
- Tax and Electoral Commission
- Consumer education

Initiatives in other places

FoodNorth: The North Australian Nutrition Group (NANG) *FoodNorth: Food for health in north Australia*¹ report of October 2003 recommended a high level 'whole of government approach to resolving issues of food supply through a food supply project in north Australia, to be monitored and evaluated. The *FoodNorth* report recommended that nutrition should be a core component in national Aboriginal Health Worker Training package and as an option in the national Population Health package. The report identifies 'leverage points for action, of

- store governance and purpose
- best retail practice
- stocking healthy food (action at store level and at funding and agency level, as in developing an accreditation system linked to funding)
- investigation of subsidies
- freight
- local production of fruit and vegetables where possible
- banking and credit
- takeaway food
- increasing the demand for healthy food

¹ Leonard, D *FoodNorth: Food for health in north Australia* Office of Aboriginal Health, Department of Health WA 2003

- training and workforce issues
- monitoring and evaluation (food supply)
- monitoring and evaluation (health and nutrition)

Taking Action, Gaining Trust 2005-2010: A National Indigenous Consumer Action Plan to address indigenous disadvantage was released for consultation in November 2004 by the Standing Committee of Officials of Consumer Affairs (SCOCA). It identifies eight key priorities:

- financial management and banking
- sale of motor vehicles
- trading practices in remote communities
- housing
- arts /industry
- corporate governance
- employment of indigenous staff in consumer affairs and fair trading offices
- advocacy of Indigenous consumers' interests

Methodology:summary of process to develop this strategic plan

In June 2004 funding for implementation of the Stores policy over a three year period 2005-2007 was made available by the Australian Government Department of Health and Ageing.

Identification of needs / strategic priority areas for effective implementation. Funding submission made to DoHA	23 October 2003
Funding made available. Project inception	June 2004
Consultations	14 Sept 04 to 23 Sept 04 28 Sept 04 to 1 Oct 04 19 Oct 04 to 1 Nov 04
Strategic Implementation Plan development and documentation	Oct-Nov 2004
Ratification by Steering Committee	February 2005

During this period consultation was carried out with each community council, store committee, and store managers on the Lands. Public meetings were attended by more than 250 Anangu community members. A Stores Forum meeting was convened at Umuwa where potential industry partners consulted with Anangu Council chairpersons and store managers and approval was given to continue with negotiations for a preferred supplier arrangement.

Stage 3: Implementation

Implementation will include:

- the recruitment of key personnel for the establishment of the Regional Stores Support Unit
- negotiation of a preferred supplier agreement with a selected wholesaler
- negotiation of consolidated freight services to the Anangu Pitjantjatjara Lands
- implementation of community awareness program on nutrition and healthy eating
- the development and implementation of standardised management systems and practices for stores
- the implementation of appropriate ongoing training for stores managers and workers (initial training of store staff to be funded and implemented by Department of Education and Workplace Relationships (DEWR) and Department of Education Science and Training (DEST))
- development and distribution of the nutrition handbook
- establish supply and appropriate pricing of core identified healthy food items and personal health hardware
- monitoring policy compliance of stores
- progress towards the AP Bylaw supporting Regional Stores Policy
- ongoing consultation and empowerment of Stores Steering Committee
- ongoing consultation with relevant regional and community organisations
- ongoing consultation and reporting to funding agencies and
- review of Regional Stores Policy Implementation at 18 and 36 months

Areas for strategic implementation

The work to be done can be summarised in eight strategic action areas:

1. Governance and strategic planning
2. Negotiate a better system of supply and better terms of trade for stores on the APY Lands
3. Standardise operational systems and procedures for stores
4. Standardise human resource management
5. Coordinate and standardise training
6. Food affordability
7. Public health and nutrition promotion
8. Formalise structures for ongoing policy strength, including:
 - seeking agreement in principle regarding the organisation or entity to take responsibility for the ongoing operations of the Stores Support unit, and
 - establishing the governance, function and structure of the Stores Support Unit itself, whether as a unit auspiced by another organisation or as an organisation in its own right

The action tasks for each of these areas are outlined in the Action Plan attached.

1. Role and structure of the Stores Support Unit

The purpose of the Stores Support Unit is to coordinate the implementation of the Mai Wiru Stores Policy in conjunction with, and representing the interests of, the community councils. The Stores Support Unit will provide general and specific support to all community councils in relation to store matters. These are mainly human and technical resources that may not be available otherwise.

The role of the support unit is to be responsible for:

- monitoring the ongoing implementation of the Mai Wiru Regional Stores Policy
- in conjunction with the Steering Committee, decision-making with regard to the implementation of the Stores Policy
- the flow of relevant information to Stores (including retailing, store management and nutrition) and to Community Councils (including quarterly progress reports)
- facilitating the Steering Committee's providing a forum for discussion, information-sharing and problem solving
- support store managers and staff over issues of management
- production of relevant information from the systems in the stores to give info flow back to communities, regional organisations, health issues arising from stores
- establish an IT network including web facilities for information sharing between community stores and other partners
- to represent the interests of the stores on the lands in negotiation with external agencies and suppliers in relation to the Stores Policy
- ongoing consultation and empowerment of stores steering committee
- ongoing consultation with relevant regional and community organisations
- ongoing consultation with and reporting to funding agencies
- facilitate the recruitment of staff
- maintaining the ongoing review of implementation process

Staffing model of Stores Support Unit, key skills required & duties to be performed

The Stores Support Unit reports to the Steering committee of the *Mai Wiru Regional Stores Policy*, which provides direction and management advice. The Steering Committee consists of nominated representatives of each community council (councils are encouraged to make their chairpersons the representative) and representatives from Anangu community-controlled regional organisations.

The Support Unit itself has a staff of 5 headed by an Anangu Mayatja, and will require access to other specialist skills from time to time during the implementation phase. The five staff positions are listed below. Please see description of key skills required in draft position descriptions attached. These will be refined during the implementation phase.

- Anangu Mayatja
- Coordinator support position
- Retail support
- Two Anangu project officers to assist the Anangu Mayatja, one based in the east and one based in the west

In addition the Stores Support Unit requires access to the following skills:

- Public health nutritionist to carry out store-based and school-based activities (*please see subheading 6. below*)
- Technical support including ongoing IT support for equipment
- External retail support

Administrative base for the Stores Support Unit

Given the travel required of all staff in the Stores Support Unit, the SSU requires flexible office space and will make use of telephone and IT communications. As all office space on the AP lands is occupied, Nganampa Health Council is making office space available in its Umuwa and Alice Springs offices on a needs basis.

The **Anangu Mayatja** living in Amata has access to NHC facilities including telephone and facsimile through the Nganampa Clinic at Amata and Umuwa.

During Policy implementation it will be the task of the Coordinator in consultation with other workers and the Steering Committee, to:

- identify the location or locations of each member of staff and
- write up the detailed position descriptions for each member of staff
- position description drafts will be approved by the steering committee before advertising and recruitment process
- trial the option of having a central office in one of the communities and establish the day to day administrative needs of the SSU

The **Retail Support Position** is likely to be located half time on the Lands and half time off the Lands, with the location to be decided.

There will be one Project Worker covering communities east of Umuwa and one responsible for communities including Amata and west. The **Project Workers** will work from their home base using local NHC facilities as administrative support in addition to working and travelling with the Anangu Mayatja.

Activities and responsibilities of the Stores Support Unit

The activities and responsibilities of the SSU in implementation of the stores policy, will include coordinating and implementation of the following:

1. Negotiation of a system for the bulk purchasing of supplies

The purpose here is to get control over the cost drivers, the factors that drive up costs in the stores, through creating economies of scale, a better system of supply and better terms of trade for stores on the Lands. There are three main food suppliers in Australia, Woolworths, Coles and the Metcash group. Metcash have committed to negotiations with the Stores Support Unit to develop a preferred supplier agreement anticipated to operate for at least two to three years at a time. A Stores Forum meeting at Umuwa on 23 October 2004 endorsed these negotiations. The meeting also

received information about the Arnhem Land Progress Association (ALPA) stores management model.

2. Negotiate a coordinated freight system

The Stores Support Unit will negotiate a coordinated freight system to supply freight needs of community stores and other stakeholders on the APY Lands, to reduce costs and improve supply systems. The freight system will be negotiated with existing and potential suppliers and in consultation with the preferred bulk supplier, for the best possible outcomes for communities.

3. Standardisation of stores management systems and practices including:

- risk management
- staffing
- point of sale systems
- sales
- purchases – standardise ordering systems to achieve the bulk purchasing agenda
- stock control
- cash management
- bookkeeping systems
- financial reporting

Timeline for standardising systems: See Action Plan following

4. Human resource management including:

- develop protocols for store manager employment including contracts and reporting responsibilities
- recruitment: identifying a recruitment procedure for the stores that provides experienced and trained retail managers for potential employment in community stores
- Skills development for store management (at end of first six months identify those stores managers who require skills development)
- Develop Stores manager relief system
- the Stores Support Unit will be responsible for coordinating and conducting regular forums for store management and store workers – information flows
- coordination of Anangu Retail Traineeships with TAFE

With regard to 3+4: Production of supporting manuals: These actions will be documented in a Standard Operating Procedures manual and a Human Resource Policies and Procedures manual

5. Liaise with training provider : Tasks will include facilitating:

- training for store managers
- training for Anangu stores workers
- ensuring that curriculum content reflects the policy and practices within stores, and



if required, negotiating training agreements with the training providers and funders – DEST DEWR TAFE / other institutions as identified.²

6. Coordinate public health nutrition activities: The Stores Support Unit will coordinate public health activities to do with the Stores Policy in cooperation with other regional organisations. This work will be carried out by the public health nutritionist recruited to advise the Stores Support Unit on nutrition, monitor the community health status and give advice on good food uptake, develop coordinated programs with NPYWC and other organizations, and so on. Tasks will include:

- the development, with regional organisations, of a coordinated public health nutrition strategy in relation to stores on the APY Lands. This strategy will be secured by Memoranda of Understanding with regional organisations.
- monitoring take-up rates of the healthy product line items
- distribution of the *Mai Wiru Nutrition Handbook*, being produced by SA Department of Health at the time of writing
- source or develop core health promotion material to do with nutrition, purchase, preparation, cooking and storage of food, in a variety of media, in partnership with Ngaanyatjarra Pitjantjatjara Yankunytjatjara Womens Council and Pitjantjatjara Yankunytjatjara Media. Resources will include cd's shelf talkers, dvd's, videos and radio broadcasts.
- There are already six *Mai Wiru* songs on the UPK series of cd's
- Other public health activities will include school-based and store-based activities to encourage takeup rates of healthy foods

7. Develop and negotiate a subsidy on identified food and health hardware items

The Stores Support Unit will implement the food accessibility strategy to reduce prices on identified food items and healthy hardware. It is predicted that there still will be a gap between the cost of the weekly shopping basket in stores and the weekly income of Anangu families. NATSEM, the National Centre for Social and Economic Modelling, is preparing a model to show how a subsidy might work in this instance. The Stores Support Unit will:

- explore the possibility of community partnerships that optimise opportunities for discounts, case offs, rebates etc as a result of bulk purchasing and local radio advertising
- establish a fixed price on healthy food items and other identified health items, and
- systems for ongoing review and updating of subsidised items
- seek funds to subsidise the gap when it is identified, to deploy the subsidy model that NATSEM has produced

8. Develop the mechanisms and measures for the relationship of the Stores Support Unit with community stores (see following)

² Note those negotiations have already commenced and there is ongoing identification of more store training positions. SATAFE is presently carrying out recruitment of two store trainers to the Lands –

9. Formalise the relationship of the Store Support Unit with regional organisations (*see following*)

10. Formalise the governance, structure and function of the Stores Support Unit, in consultation with the steering committee, communities and regional community-controlled organisations

11. Assist as required with passage of Bylaw

The enactment of the Bylaw with regard to the *Mai Wiru* Stores Policy on the APY lands is the business of the regional land holding body, Anangu Pitjantjatjara Yankunytjatjara.

The Stores Support Unit will assist Anangu Pitjantjatjara as required, and as determined by the Anangu Mayatja, in its work of enacting the Bylaw enshrining the Policy on the APY Lands.

2. Relationship of community stores and Stores Support Unit

The Stores Support Unit will negotiate and refine the framework for the relationship between the unit and community stores.

There are agreements adopting the Stores Policy in place at regional and local levels.

The *Mai Wiru* Regional Stores Policy was formally adopted as policy for the APY Lands by a resolution of Anangu Pitjantjatjara in 2001.

The Regional Stores Policy was formally adopted by each community council on the APY Lands at separate community council meetings held during 2001.

It was endorsed by each of the regional service organisations on the APY Lands at meetings held in 2001.

Formalising the relationship of the Stores Support Unit with community stores

The Anangu Mayatja and his Project Officers will hold a series of meetings with members of all communities, and specifically the community councils, in relation to the implementation of the *Mai Wiru* Stores Policy in their stores. The aim is to sign off on Memorandums of Understanding with each individual community council about the role of the support unit in each of the community stores.

This will require community consultation and education, acknowledging communities' ownership of and right to make decision in their stores.

Through this process the SSU will establish a regime for:

- monitoring policy compliance of stores
- reporting back to community councils
- receiving feedback from community councils

The Memorandums of Understanding with communities will be drafted and ready for signing by July 2005 (See Action Plan following).

3. Relationship with existing regional service organisations

Agreements in principle have already been reached with all of the regional organisations on behalf of the community stores. Some strategies will be put in place before the end of the first year and the support unit is to implement agreements as negotiated. Work of the SSU and regional organisations can be concurrent, as for example with NPYWC nutrition programs.

The relationship of the Stores Support Unit with regional organisations in the implementation phase is as much about trialling agreed ways of working together as it is about developing new models.

The Stores Support Unit needs Memorandums of Understanding about how it goes about its business in relation to the other organisations to assist in:

- implementing the Stores Policy and also
- collaborating with other initiatives include health worker training, staff orientation for all regional organisations, and developing joint programs

The whole freight issue for the APY Lands is a good example of an issue that involves all community and regional organisations.

By the end of the first year the Stores Support Unit will formalise inclusive agreements, on behalf of the community stores, with all of the regional agencies, to define the roles of the regional organisations in the implementation of the *Mai Wiru Stores Policy* according to their areas of expertise and responsibility.

Anangu Pitjantjatjara (APY)

A Memorandum of Understanding with APY would:

- agree the status of Stores Policy steering committee and SSU in the long term, and
- establish information flows regarding store related issues that may be of relevance to APY business, such as:
 - freight
 - roads
 - building any new retail operations on the Lands
 - Bylaw

A Regulation to accommodate the Bylaw has been drafted and passed by the South Australian Government. When the Bylaw is finalised by Anangu Pitjantjatjara it will sit within this regulation. The Bylaw is to be included on the agenda for the review of the Anangu Pitjantjatjara land rights legislation. As this Review is current this is matter of priority.

AP Services

The state of the roads is a significant factor in investigating opportunities to coordinate the efficiency of freight services. The Anangu Mayatja will be responsible for collaboration on this issue, such as a joint approach to funding.

AP Services also has a role to play with buildings, infrastructure planning and construction, service and maintenance issues, supply of household consumables including sink plugs, light globes, door passage and lock sets.

Nganampa Health Council

Nganampa Health Council has auspiced the planning and development of the *Mai Wiru Regional Stores Policy* to date. Nganampa Health Council will continue to auspice the Stores Support Unit during this implementation phase of the *Mai Wiru Regional Stores Policy*, under UPK, its public health arm.

Nganampa Health Council is also providing office space at Umuwa and in Alice Springs, as needed, and access to telephone and facsimile in clinics as needed.

Nganampa Health Council will also have public health and medical inputs into the implementation of *Mai Wiru*. These will include for example data analysis with a clinical perspective. For example data already received about the sale of cigarettes has led to a re-assessment of programs with regard to respiratory disease.

Leonard³ has recommended developing a system of health, growth and nutrition indicators as part of monitoring and evaluating food supply. This system would use routine data already collected but not necessarily compiled and reported.

Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council (NPYWC)

NPYWC has been an important contributor to the development of the Stores Policy and has started discussions with the Stores Support Unit about ways to work together to improve community nutrition during the implementation phase. NPYWC carries out:

- nutrition education
- health promotion
- resource production (eg *Maiku Kulinjaku* videos), and also
- case management of particular cases

Nutrition workshops incorporate store activities, one focus being takeaway foods, another being budgeting and shopping, as well as hygiene and cooking. Workshops target mothers and school age children.

NPYWC is exploring partnerships with education providers TAFE and Anangu Education Services AES (governed by PYEC) to introduce nutrition as a curriculum subject. NPYWC and AES are also trialling ways that students can work at community level in programs like HACC and Aged Care.

Currently there are three teams in the cross-border region, in WA, in the western Anangu Pitjantjatjara Lands and in the eastern part of the Lands. There are plans to put another two teams in the APY Lands, one in the west and one in the east.

NPYWC is keen to work in the ongoing development of resources, including DVDs which could run continuously in stores. Recently Ngaanyatjarra Media produced photographs from the *Maiku Kulinjaku* video for display in stores. NPYWC is keen to work with the Stores Support Unit and with PY Media to develop nutrition promotion in a range of media.

PY Media

PY Media has its own video unit and manages Radio 5NPY. PY Media has indicated preparedness to work with other stakeholders developing film and broadcasting resources for community information and education, in a range of areas including:

- fair trading and consumer education
- management information
- innovative nutrition awareness programs, for example using UPK *Mai Wiru* songs on 5NPY in discussions about the relationship of diabetes and kidney failure with good nutrition and stores
- store promotion
- Information technology
- website development for *Mai Wiru*

PY Media will also be used in the recruitment process for job advertising and position explanations.

³ Leonard, D: *FoodNorth : Food for health in North Australia* Department of Health Government of Western Australia p 12

PYEC

The Pitjantjatjara Yankunytatjara Education Committee will be asked to consider including the *Mai Wiru Regional Stores Policy* as part of the curriculum of Anangu schools.

Schools will also be asked to prepare school leavers for careers in stores including participation in workplace training .

4. Relationship with external agencies

There is a great range and number of external stakeholders in the Mai Wiru Stores Policy and relationships have been established over a period of time. In the implementation stage the Stores Support Unit is continuing consultation and liaison with these agencies, with regard to the areas shown in the following table.

Additional information about particular relationships is given below the table.

AGENCY		ROLE IN THE PARTNERSHIP
Australian Government		
Department of Health and Ageing Rural Primary Health Services		Funding Stores Support Unit and strategic implementation of <i>Mai Wiru</i>
Council of Australian Governments		Successful implementation is one of two priority projects for the COAG subgroup on the APY Lands. Liaison, provide information, receive reports on progress
Indigenous Coordination Centre		Has a role in coordinating any shared responsibility agreements through COAG. ICC has made a commitment that any shared responsibility agreement must be compliant with <i>Mai Wiru</i> policy.
Department of Education and Workplace Relations (DEWR)		Funding training through STEP contract
DEST		Funds two qualified retail trainers and two Anangu trainees for school to work transition
South Australian Government		
Department of Health Environmental Health Branch		Ensure compliance with National Food Safety Act and relevant State legislation
Office of Premier and Cabinet		Liaison, provide information, receive reports on progress
Office of Consumer and Business Affairs		Ensure policy compliance in areas of fair trading. Provide consumer information and education
Department of FEEST		STEP contract with DFEEST provides 50 traineeships including Retail Certificate II (DEWR funded)
Department of Transport and Urban Planning		Stores Support Unit will continue to access freight logistics advice and also a contribution to roads funding on APY Lands.
Department of Health		Producing nutrition handbook for stores
Department of Aboriginal Affairs and Reconciliation		Used to deliver the State's responsibilities for essential services but is currently seeking a preferred supplier for power for the AP Lands.
PIRSA		Heads the economic development subgroup within the AP Lands taskforce; so e.g. if Kalka Community wants to build a roadhouse the plans will be put to PIRSA

SA GOVERNMENT DEPARTMENT OF HEALTH ENVIRONMENTAL HEALTH BRANCH

The Environmental Health Branch is a key partner in ensuring policy compliance. The

EHB has legislative responsibility for monitoring stores for food safety compliance. It is anticipated that they will continue to deploy their regulatory capacity across the Lands.

There is a need to identify and cover the gaps that exist which may not exist in urban situations. There is a capacity for agreed participation and the Stores Support Unit will pursue the possibility of a further formalised agreement.

The EHB will make input into the Standard Operating Procedures manual.

OCBA

The South Australian Office of Consumer and Business Affairs likewise is a key partner in ensuring policy compliance through its normal monitoring regimes with regard to fair trading including bookup practices and including resolving the Weights and Measures issue. There has been regular consultation with OCBA since the beginning of development of the Mai Wiru Stores Policy. The Fair Trading section Section 5 of the Stores Policy incorporates OCBA recommended regulations for remote indigenous stores. OCBA also provides specialised information and consumer education materials.

DEST / DEWR / TAFE

Ongoing implementation of the *Mai Wiru Regional Stores Policy* requires a pool of qualified Anangu store workers. There are currently seventeen retail trainees enrolled from APY communities, doing the Certificate 2 two year retail traineeship, due to graduate in December 2005. The Stores Support Unit will continue to liaise with TAFE about the training of these workers.

TAFE has negotiated funding to establish two regular retail training positions on the APY Lands, with the recruitment process for these positions underway at the time of writing (end 2004). Each of these positions services 4 to 5 stores and will spend one day in each of those stores per week. Trainees will be able to follow up with other generalist TAFE staff in their community.

5. Industry relationships

Metcash/Campbells Cash and Carry: The Stores Support Unit is negotiating a Preferred Supplier Agreement with Metcash, one of the three main food suppliers in Australia, the other two being Woolworths and Coles. Metcash have committed to negotiations with the Stores Support Unit to develop a preferred supplier agreement to operate for three years at a time. A Stores Forum meeting at Umuwa on 23 October 2004 endorsed these negotiations.

ALPA: The Stores Support Unit has also developed a relationship with the Arnhem Land Progress Association (ALPA), which manages the stores in Arnhem Land using a centralised model. ALPA policies and procedures are relevant.

6. Development of a nutrition education program

While nutrition education is not the responsibility of the Strategic Implementation Plan, there have been a number of initiatives auspiced under the implementation of Mai Wiru. These include:

- Nutrition Handbook being written by DHS
- Identification of healthy product line items
- In conjunction with NPYWC and Ngaanyatjarra Media, the production of the *Maiku Kulintjaku* (Food for Thought) set of videos
- the four Mai Wiru songs written and produced by young Anangu men as part of the three UPK cd productions

Anangu are well into producing core education and promotion items that will increase community awareness of good nutrition and the purchase, preparation and storage of food.

During the Strategic Implementation phase, access to a public health nutritionist's skills are needed to develop materials with a Stores Policy bias, for example material on weight gain that would provide information about the fat and sugar content in foods.

Nutrition education is a key factor in the roles of the regional organisation of NPYWC and PY Media, as described above.

7. Strategy for continuous quality improvement

Improving nutrition is an important measure in combating obesity and chronic diseases and the unsustainable treatment costs of related diseases.

Primary tools in monitoring ongoing nutrition improvement, and therefore the continuing quality improvement of the Mai Wiru Regional Stores Policy regime, will be:

- takeup rates of identified health food and health hardware lines
- monitoring clinical health, growth and nutrition indicators through Nganampa Health Council clinics and NPYWC mothers and babies case management
- workforce growth : numbers of qualified store workers, including at management level
- workforce growth: numbers of specialist Indigenous nutrition health workers at community level, able to provide basic nutrition education, and able to address food supply issues in the local store

Performance indicators for progress of the Strategic Implementation Plan will occur are outlined in the Action Plan following.

8. Action Plan with Performance Indicators

Strategic implementation area 1: Governance and strategic planning						
Action tasks		when by	lead organisation	other involvement	PI/outcome	System for ongoing evaluation
1.	MOU between SSU and Community Councils	July 2005	Stores support Unit			
2.	Draft MOU between SSU and regional organisations	December 2005	Stores Support Unit			
3b	Develop meaningful, regular and systematic reporting and planning, enabling community participation in directing their store	Data collection completed July 2005 Systems in place December 2005	Stores Support Unit	NHC community councils	detailed in MOU defining relationship between community councils and SSU	community satisfaction measured through direct lines of feedback to Anangu project workers
3b	Measuring store performance / policy implementation	ongoing	SSU	Anangu tjuta IT system	Store P&L's, community feedback	Quarterly regional comparisons of store performance
4.	Coordinate the implementation of the Mai Wiru Stores Policy, including monitoring and evaluation	Complete Dec 2007	SSU / NHC reporting to steering committee			Systems in place and operating Monitor takeup rates of healthy food / hardware items
5.	Monitor stores for policy compliance, overseeing all aspects of implementation		SSU / NHC reporting to steering committee	OCBA community members, Anangu store workers	Complaints system developed and utilised	customer satisfaction, compliance checks

Strategic implementation area 2: Negotiate a better system of supply and better terms of trade for stores on the APY Lands

Action tasks		when by	lead organisation	other involvement	PI/outcome	System for ongoing evaluation
1.	Negotiate a preferred supplier agreement	Draft agreement July 2005 Agreement Dec 2005	Stores Support Unit	NHC community councils	Agreement in place for a minimum of two years	comparison checks with other suppliers every 12 months
	Data collection – identify lines to be included – may not be topselling eg cigarettes		SSU	M Longhorn	list of items	Quarterly regional comparisons once system in place
2.	Negotiate a coordinated freight system	Draft agreement July 2005 Agreement Dec 2005	SSU	Freight suppliers Metcash, potentially	Agreement in place for a minimum of two years	Condition of goods on arrival Comparison checks with other suppliers every 12 months
3.	Negotiate with suppliers a transparent system that optimises opportunities for discounts, case offs, rebates as a result of bulk purchasing and local radio advertising	preferred supplier agreement above	SSU	Preferred supplier		

Strategic implementation area 3: Standardise operational systems and procedures for stores						
Action tasks		when by	lead organisation	other involvement	PI/outcome	System for ongoing evaluation
1.	Standardise management systems and practices including risk management, staffing, point of sale systems, sales, purchases, stock control cash management bookkeeping systems, financial reporting	Base Data collection Sept 2005 Completed July 2006 ongoing ongoing	Stores Support Unit	NHC community councils community stores EHB OCBA	Agreement on systems by August 2005 Implemented by March 2006 Documented in a SOP (Standard Operating Procedures) manual by July 2006	Number of store requests for assistance Evaluation of store compliance
2.	Ensure adherence to Environmental Health legislation					
3.	Ensure adherence to relevant state and national legislation with regard to fair trading including weights and measures					

Strategic implementation area 4: Standardise human resource management						
Action tasks		when by	lead organisation	other involvement	PI/outcome	System for ongoing evaluation
1.	Develop and negotiate store manager contracts and reporting responsibilities	Draft Sept 2005 Complete Dec 2005	Stores Support Unit SSU	NHC community councils community stores	Agreement on systems by August 2005 Implemented by March 2006 Documented in a Human Resource Policies and Procedures manual by July 2006	Number of store requests for assistance Evaluation of store compliance Growth of Anangu workforce
2.	Recruitment: identify a recruitment procedure for stores that provides experienced and trained retail managers for potential employment in community stores					
3.	Skills development for store management (includes develop proforma for testing)	identify store managers who require skills devpt by Sept 2005				
4.	Develop store manager relief system	July 2006				

5.	Facilitate regular forums for store management and store workers	ongoing				
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Strategic implementation area 5: Facilitate training					
Action tasks	when by	lead organisation	other involvement	PI/outcome	System for ongoing evaluation

1.	Develop and coordinate training for store managers (includes orientation training package and professional development)	July 2006	Stores Support Unit	NHC community councils community stores	Agreement on systems by August 2005 Implemented by March 2006 Documented in a Human Resource Policies and Procedures ² manual by July 2006	Number of store requests for assistance Evaluation of store compliance Growth of Anangu workforce
2.	Facilitate retail training Certificate II for Anangu Stores Workers	ongoing 10 years	TAFE	PYEC / AES		
3.	Negotiate training agreements with training providers and funders as requires		TAFE	PYEC / AES		
4.	Liaise with TAFE to ensure curriculum content adheres to Stores Policy and Practices		SSU / TAFE			
5.	Develop store manager relief system		SSU			
6.	Facilitate regular forums for store management and store workers		SSU			

Strategic implementation area 6: Public health & nutrition promotion						
Action tasks		when by	lead organisation	other involvement	PI/outcome	System for ongoing evaluation
1.	Develop coordinated nutrition programmes with NPYWC, NHC, schools and other regional organizations, while continuing to liaise with existing NPYWC & NHC programs as per MOU in SI Area 1	ongoing	Stores Support Unit			
2.	recruit Public Health Nutritionist	Sept 2006	SSU	NPYWC	Contract signed	Position has PIs
3.	Provide nutrition information and encourage community members to make educated choices about preparing and storing food appropriate to individual and family needs	ongoing	Stores Support Unit	NHC NPYWC PY Media Community councils Community stores Health Promotion SA Manufacturers / wholesalers	Concepts by July 2005 Completed resources by July 2006	Measure changes in quarterly reviews of top 100 lines Growth of Anangu workforce
4.	Distribute nutrition handbook	March 05	DHS			
5.	Develop core health promotional material covering nutrition, purchase, preparation and storage of food	Concepts by July 05 Complete by July 06	SSU / public health nutritionist			
6.	Research, source, promote and market healthy products in the stores					
7.	Develop industry partnerships in terms of encouraging takeup rates of healthy foods especially new product lines					
8.	Develop system for reporting back to community about status of nutrition through store					

Strategic implementation area 7: Food affordability – subsidy strategy						
Action tasks		when by	lead organisation	other involvement	PI/outcome	System for ongoing evaluation
1.	Develop subsidy model	July 05	UPK, SSU liaise with NATSEM			
1.	Explore possibility of partnerships that optimise opportunities for discounts, case offs, rebates etc as a result of bulk purchasing and local radio advertising	August 05	Preferred supplier Stores Support UNit	Community councils Community stores	Achieve price parity with Adelaide	Cost of living review in 2007
2.	Establish a fixed price on identified healthy food and health hardware items	July 06	Stores Support Unit			
3.	Develop systems for ongoing review and updating of subsidised items	July 06	SSU			
4.	Seek funds to subsidise the identified gap	December 06	SSU			
5.	Identified basket of food available in all stores across the Lands at price commensurate with incomes					Cost of living survey 2007

Strategic implementation area 8 : Formalise structures and functions for ongoing Policy strength						
Action tasks		when by	lead organisation	other involvement	PI/outcome	System for ongoing evaluation
1.	Seek agreement in principle regarding the organization/entity to auspice or perform the ongoing work of the Stores Support Unit	June 05	SSU	Community councils All regional organisations APY	MOU Bylaw in place	
2.	Formalise the relationship of the SSU with regional organisations	June 05				
3.	Formalise the governance, function and structure of the Stores Support Unit	July 07				
4.	Assist as required with the passage of the Bylaw	December 06				

i Within Australia the most widely used measure of disadvantage is the Henderson Poverty Line , developed in the 1970s in the inquiry chaired by Professor Ronald Henderson. This is not a single measure but a number of income levels required by various household categories to meet the most basic costs of living. The poverty line data is updated quarterly by the Institute of Applied Economics and Social Research.

iiⁱⁱⁱ*Mai Wiru Regional Stores Policy and associated regulations for the Anangu Pitjantjatjara Lands* 2002 p. 23

iiiⁱⁱⁱ*Mai Wiru Regional Stores Policy and associated regulations for the Anangu Pitjantjatjara Lands* 2002 p. 93

iv Leonard, D., *Food North: Food for Health in Remote Australia* p 100ff.