



Language Centres Partnership Program Framework



Aboriginal Languages
Trust

Acknowledgement of Country

We acknowledge the Custodians of the land on which we gather, work, and live. We pay our respects to Aboriginal Peoples who have cared for this land and its Languages for time immemorial.

We acknowledge and honour Elders past and present, and their enduring connection to their Countries. We recognise that sovereignty was never ceded, and we respect the ongoing power and wisdom of Aboriginal Peoples and Cultures

We acknowledge that Aboriginal Languages are not only a means of communication but also an integral part of identity, Country, Culture, and Community.

We acknowledge the ongoing existence of Aboriginal Languages across New South Wales is a testament to Aboriginal Peoples' deep



Artwork:
Voices of Country by Amy Allerton



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Note: The Aboriginal Languages Trust capitalises words that have distinct meaning for Aboriginal People. We do this as a sign of respect and note that it may vary from capitalisation used in Standard Australian English. These words include: Aboriginal, Indigenous, First Nations, Language, Culture, Community, Country, Custodians, Songlines, Lore/Law, Ancestors, Old People, Aboriginal People/s.



Terminology

Aboriginal Language Centre

An Aboriginal Language Centre is a Community-controlled organisation that primarily delivers Language reclamation, revitalisation and/or maintenance activities to meet the Language needs and aspirations of their Community(s). Aboriginal Language Centres are recognised by their Community and work with and are accessible to the Language Groups and Nations they are connected to.

Language Custodian

Language Custodians are Aboriginal people and groups who are recognised by their Community as holding Cultural authority and responsibility for their Language. They are the keepers and transmitters of linguistic and Cultural knowledge systems, ensuring Language is maintained and passed on in ways that uphold Cultural integrity and Community protocols.

Language Knowledges

Language Knowledges refers to the body of information that makes up a Language. For Aboriginal Languages this includes sounds, morphology, vocabulary, grammar, sentence structure and pronunciation as well as Cultural meaning and expression, oral traditions, stories and Language connections to Nations and Country.

Language Maintenance

Language Maintenance refers to the efforts of Communities to maintain a spoken Language and the intergenerational transfer of Language Knowledges to prevent future loss of Language.

Language Reclamation

Language Reclamation refers to the efforts by Aboriginal People to search for, gather and reconstruct their Language knowledges, and return them to their Communities. Language knowledges are found in oral histories from Elders and Community members, in Country and placenames, and in archival records.

Language Revitalisation

Language Revitalisation refers to the efforts by Aboriginal People to relearn, speak, grow and pass on their Languages to future generations. In NSW, Language revitalisation is usually necessary because the transmission of Language knowledge was halted due to colonisation.



1. Introduction

The Aboriginal Languages Trust (ALT) is an Aboriginal-led NSW Government agency, established under the *NSW Aboriginal Languages Act 2017* to support the growth and nurturing of Aboriginal Languages in NSW. The Trust's work is informed by consultations with Aboriginal Community members across NSW. We heard a clear vision – that all NSW Languages would be strong and healthy. Aboriginal Communities in NSW are working tirelessly to this end.

The Language Centres Partnership Program (LCPP) is a new initiative funded under NSW Closing the Gap (CTG) as part of the Target 16 Program of Works. LCPP aims to increase the number of Language Centres in NSW and to offer sustainable investment in those Centres. The program seeks to implement findings from the Aboriginal Language Centres and Hubs Research Report, which consulted with Community-controlled Aboriginal Language Centres in NSW and across Australia, and international Indigenous Language centres. The research explored the challenges and barriers they face, factors that contribute to their longevity and opportunities that could support Aboriginal Language revitalisation in NSW.

Building the Community-controlled sector is a key Priority Reform under the *National Agreement on Closing the Gap*, and this is particularly vital in the Languages sector, as Community-controlled Aboriginal Language Centres are critical for the growth and revival of Aboriginal Languages and play an important role in the Communities that they service.¹

Aboriginal Language Centres offer a variety of services to their local Communities. These may include providing Communities with a safe and secure dedicated space to carry out Language research and recovery, developing and storing Language resources, delivering Language training and education, holding Cultural gatherings, showcasing and promoting Languages to the broader public, as well as providing employment opportunities not only through operating the Centre but also through other Language sector pathways such as tourism.

Community-controlled Aboriginal Language Centres are also employers of skilled professionals who make up the Aboriginal Languages workforce, including Language educators, linguists, researchers, Language support workers and administrators.

1.1 Research Findings and Recommendations

Research conducted in 2023–24 by ALT and Thirriwirri explored how Community-led Aboriginal Language Centres operate, including their governance, funding and practical needs. It found

¹ Australian Government (2020), National Indigenous Languages Report, <https://www.arts.gov.au/what-we-do/indigenous-arts-and-Languages/indigenous-Languages-and-arts-program/national-indigenous-Languages-report>



that strong Language Centres are Community-owned and governed, have access to Country for teaching, and can use archival materials to support learning.

The study also identified major challenges: limited and inconsistent funding, lack of staffing and expertise, difficulty accessing Knowledge Holders and archival records, and limited capacity for long-term planning. Many Centres rely on multiple funding sources, creating heavy compliance and reporting burdens that can impede work on their own priorities.

Because staffing is often under-funded, Centres struggle to attract and keep skilled workers or offer training. This reduces their ability to plan strategically and operate sustainably. Many Centres depend heavily on volunteer labour, which risks burnout and hides the true level of resources needed for effective Language revitalisation.

Despite these challenges, the research shows that Aboriginal Language Centres play a vital role in strengthening Cultural connections and supporting Communities to use and hear their Languages in everyday life. Communities across NSW are calling for more Centres due to the urgency of Language revitalisation.

The report recommended that the ALT support NSW Aboriginal Language Centres to access recurrent program and operational funding to sustain critical Community-led Languages work, undertake Strategic and Community Language Planning, and build Language worker training pathways. This included a recommendation to advocate for sustainable and adequate allocation of NSW Government funding invested in Language revitalisation through CTG Target 16.

2. Purpose

The LCPP is dedicated to the growth and nurturing of NSW Aboriginal Languages by strengthening and expanding Community-controlled Aboriginal Language Centres through partnerships that support Community-led Language aspirations.

The program will advance ALT's CTG Target 16 Program of Works by investing in Aboriginal Communities to lead the preservation, revitalisation and growth of their Languages through strong, sustainable Community-controlled Aboriginal Language Centres.

The program provides stable, place-based investment to support Aboriginal leadership, sustainable governance, workforce capability and culturally appropriate Language infrastructure. It enables communities to lead decisions about their Languages, support long-term planning beyond short-term funding cycles and strengthens Aboriginal control over Language knowledge and data.



LCPP aligns with the ALT Strategic Plan, ALT's International Decade of Indigenous Languages Strategy and the Languages Policy Partnership National Language Priorities. The program strongly aligns with NSW Closing the Gap Priority Reforms:

- Priority Reform 1 – Formal Partnerships and Shared Decision-Making
- Priority Reform 2 – Building the Aboriginal Community-controlled Sector
- Priority Reform 3 – Transforming Government Organisations
- Priority Reform 4 – Shared Access to Data and Information
- Priority Reform 5 – Aboriginal Economic Prosperity.

3. Objectives

3.1 Partnerships with Community-controlled Aboriginal Language Centres

LCPP will create place-based partnerships that foster shared decision making between the Aboriginal Languages Trust and Community-controlled Aboriginal Language Centres.

As drivers of change, Aboriginal people and Communities must be positioned to lead Language revitalisation efforts. Place-based partnerships enable Aboriginal Language Centres to negotiate and implement Memorandums of Understanding (MoUs) with the Aboriginal Languages Trust which deliver on Community aspirations for their Languages.

3.2 Reawakened and revitalised Languages

LCPP aims to reawaken and revitalise Aboriginal Languages in NSW through a place-based approach that partners with, and invests in, Community-controlled Aboriginal Language Centres to deliver Community-led Language aspirations.

Through improved access to Language resources in Communities and an increasing number of Community-led Language programs, Aboriginal Languages will be reawakened and revitalised.

3.3 A strong Community-controlled Aboriginal Languages sector

Aboriginal Community-controlled services achieve better results, employ more Aboriginal people and promote self-determination. LCPP aims to build a strong Community-controlled Aboriginal Languages sector to deliver sustained Language services to Aboriginal Communities.

Partnerships will strengthen the Aboriginal Languages workforce and invest in Aboriginal Community-controlled organisations.



4. Community-Led

Language belongs to Country and as Custodians, Aboriginal Communities determine their Language needs and priorities. Community-led is foundational to the LCPP.

In line with the *National Agreement on Closing the Gap*, Aboriginal and Torres Strait Islander voices are central to decisions on how Languages are revived and strengthened. Language work must be led by Aboriginal Communities and reflect their Cultural authority, priorities and aspirations.

The *United Nations Declaration on the Rights of Indigenous Peoples* explicitly affirms:

- Indigenous Peoples' right to self-determination (Article 3), which includes the right to freely pursue their economic, social, and Cultural development, including control over their own institutions and resources. This means Indigenous Peoples have the right to lead and make decisions about their Languages, Cultures, and Knowledge Systems.
- Article 4 recognises the right to autonomy or self-government in matters relating to Indigenous People's internal and local affairs.
- Article 13 recognises Indigenous Peoples' rights to revitalise, use, and transmit their histories, Languages, oral traditions and literatures, including the right to protect and develop their traditional knowledge and Cultural expressions. It also places a responsibility on States to safeguard and support these rights.

Aboriginal Communities have the right to determine what is important for their Languages, how their goals will be achieved and what their vision for Languages is into the future. Communities have plans, priorities, and dreams for their Languages that are interconnected with relationships, Kinship systems, and a deep shared connection Country. Self-determination happens when power rests in the hands of Communities who are working to reclaim and revitalise Languages.

Community-led Language Centre Partnerships have the Language aspirations of Community at their core. Partnerships will commit the ALT and the Aboriginal Language Centre to support delivery of Community Language aspirations through the development of, or as outlined in an existing Community-led Language Plan. Partnerships will look different in each Community, negotiated with local stakeholders to suit the local context and the stage of Language reclamation and revival.

5. Principles

To ensure partnerships uphold local Community protocols, principles will be developed in collaboration with each Language Centre through place-based Agreements. These Agreements



may also include Cultural principles specific to the local Community. As a guide, Agreements should incorporate the following:

5.1 Honouring Language

Partnerships recognise and uphold the importance of Aboriginal Languages as central to identity and wellbeing. All parties acknowledge that Languages carry Cultural knowledge, histories, and connections and are vital to the social, emotional, and spiritual wellbeing of Aboriginal People and Country. Partners commit to recognising and respecting the unique value of Languages as sacred to Aboriginal Communities, and the vital role Languages play in nurturing future generations of strong, resilient Aboriginal People.

5.2 Cultural Integrity

Partnerships will uphold the Cultural integrity of each Language, ensuring that Language work is guided by the authority of knowledge holders, Language Custodians and Community protocols. Cultural Integrity means protecting the authenticity of Language Knowledges, respecting the ways Language is taught, shared and used, and ensuring that activities align with Cultural values and practices. Partners commit to working in ways that honour the deep connections between Language, Culture, Country and Kinship.

5.3 Truth Telling

Partnerships recognise the history and ongoing impacts of policies and practices that sought to suppress Aboriginal Languages in NSW. Truth-telling involves acknowledging that, despite past attempts to extinguish Languages, they were spoken in secret and passed down through Aboriginal families and Communities. Partners commit to supporting the reawakening, growth, and nurturing of Aboriginal Languages as a pathway for reconnecting Aboriginal people with their Culture and heritage. This includes fostering understanding of Language loss and its impacts, and ensuring that the stories, experiences, and healing of Communities are recognised, valued, acknowledged and respected.

5.4 Respect

Partnerships are grounded in mutual respect for the Cultural authority, knowledge systems and lived experiences of Aboriginal Communities. Respect means recognising Languages as belonging to Country and honouring the role of Language Custodians and knowledge holders. All partners commit to engaging in ways that follow Community protocols, and value the expertise and leadership of Aboriginal People in Language-related decisions.



5.5 Transparency

Transparency ensures that all processes, decisions, information and expectations are communicated clearly, openly and proactively. Partners will share relevant information, be honest about capacities and limitations, and ensure that Communities have full visibility of how joint decisions are made and how resources are allocated. Transparent practice builds trust and supports strong, enduring relationships.

5.6 Accountability

All partners share responsibility for upholding commitments, working toward agreed outcomes and acting in the best interests of Community Language aspirations. Accountability includes following through on agreed actions, adhering to governance and reporting obligations, and ensuring that investments and activities align with Community-led Language Plans. Partners will be answerable to each other and to the Communities they serve.

5.7 Inclusivity

Inclusivity ensures that all Aboriginal people connected to Language and Country have equitable opportunities to participate in the revitalisation of their Language(s). Partnerships will deliver Culturally safe and accessible programs and spaces where Elders, young people, families, and Community members can contribute to planning, decision-making and activities relating to their Language(s). Inclusive practice strengthens Community ownership and supports broader engagement in Language use, learning, and transmission.

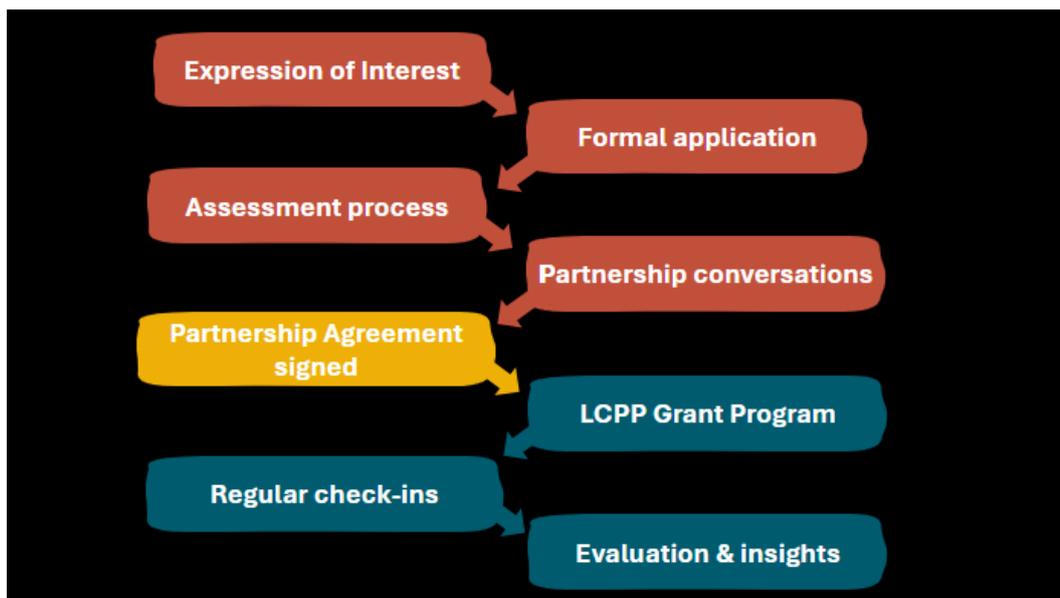
5.8 Cooperation

Partnerships will be guided by cooperation, with all parties working collaboratively, respectfully, and in the best interests of the Community and their Languages. Cooperation means approaching the partnership with trust, goodwill, and a shared focus on achieving positive outcomes. Partners commit to open communication, constructive problem-solving and supporting one another to strengthen the partnership and ensure the success of Community-led Language reclamation and revitalisation efforts.

6. Implementation

6.1 Operational Overview

Organisations interested in entering Partnerships with the ALT will go through an Expression of Interest process before moving onto a formal application which is assessed against the eligibility criteria detailed below. Once Partnership conversations have taken place and an MoU is signed, the partner organisation will be invited to apply for the supporting grant program. Grant applications will be assessed against a separate assessment criteria detailed in the grant program guidelines. During the term of the Partnership, there will be regular check-in points between the organisation and the ALT.



6.2 Eligibility

There are two types of Partnerships that may be entered into under LCPP:

1. Emerging Aboriginal Language Centres Partnership – for Aboriginal Language Centres that are currently operating but in the earlier stages of business/strategy development and Language planning.
2. Established Aboriginal Language Centres Partnership – for Aboriginal Language Centres that have established business/strategy plans and are currently employing Language workers.



Where 'Key local Aboriginal Community stakeholders' is referenced in the below criteria, this refers to any of the following:

- Local Aboriginal Land Council (LALC) Board
- Native Title Prescribed Body Corporate (PBC)
- Local Aboriginal Education Consultative Group (AECG)
- Aboriginal Medical Service (AMS)
- Aboriginal Regional Alliance
- Aboriginal Early Childhood Centre/Preschool
- Aboriginal Cultural centre/group
- Aboriginal Elders' group
- Aboriginal Women's group
- Aboriginal Men's group
- Other local Aboriginal Community Language Centres or groups that operate in the region
- Other Aboriginal Community controlled organisations/groups that may operate in the region

6.2.1 Eligibility Criteria: Emerging Aboriginal Language Centres Partnership

Criteria	Supporting information and evidence required
<p>1. Is an Aboriginal Community controlled not-for-profit organisation/group with governance representation from across the Community/ies and the local Language group/s that it services</p>	<p>Documentation, such as an organisation rulebook, constitution, terms of reference and/or organisation chart that details how the governance structure (e.g. Board or Committee) is inclusive of representatives from across the Community/ies and the local Language group/s that it services.</p> <p>If the organisation/group supports multiple Language groups, governance structures should include at least one Aboriginal person who identifies with each Language group serviced.</p> <p>Proof of Not-for-Profit status via registration with the Australian Charities and Not-for-Profit Commission (ACNC). or If not registered with ACNC, a commitment to apply for ACNC registration and provide the registration details to the ALT within the first year of the program.</p> <p>Is currently, or is willing to become within the first year of the program, one of the following organisation types:</p> <ul style="list-style-type: none"> • Aboriginal Corporation registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cth) • A company incorporated in Australia under the Corporations Act 2001 (Cth) • An Incorporated Association under state legislation • An Incorporated Cooperative under state legislation • An Incorporated trustee on behalf of a trust
<p>2. Primary business activity relates to revival of NSW Aboriginal Language/s</p>	<p>Demonstrates that the organisation has a history of, and is currently undertaking, a range of Language revival activities, such as:</p> <ul style="list-style-type: none"> - Language teaching - Community Language programs - Language resource creation - Language Archival research - Linguistic research and analysis - Dictionary/Grammar development - Tertiary Language programs - Language program/curriculum development - Language as part of other Cultural practices (e.g. dance, song, weaving, bush tucker etc) - Language worker training



<p>3. Demonstrates financial responsibility and reporting compliance</p>	<p>Certificate of Currency issued by an insurer for public liability insurance of at least \$10 million per claim or commitment to provide if successful.</p> <p>Has received a grant from an NSW or Australian Government department in the last three (3) years and delivered the funded program successfully and can provide reporting/acquittals. The grant may have been received directly or by auspice arrangements.</p>
<p>4. Has support from the Community/ies it services.</p>	<p>At least two (2) letters of support, testimonials or other documentation provided by key local Aboriginal Community stakeholders that show that:</p> <ul style="list-style-type: none"> - The Language Centre has consulted with the local Language Community on its needs - Community access the Language Centre and its services - The Language Centre is following local protocols of the Community(s) they work with. <p>Organisations/groups providing letters of support or testimonials may be contacted by phone to verify details or provide further information.</p> <p>Key local Aboriginal Community stakeholders may include:</p> <ul style="list-style-type: none"> o Local Aboriginal Land Council (LALC) o Native Title Prescribed Body Corporate (PBC) o Local Aboriginal Education Consultative Group (AECG) o Aboriginal Medical Service (AMS) o Aboriginal Regional Alliance o Aboriginal Early Childhood Centre/Preschool o Aboriginal Cultural centre/group o Aboriginal Elders' group o Aboriginal Women's group o Aboriginal Men's group o Other local Aboriginal Community Language Centres or groups that operate in the region o Other Aboriginal Community controlled organisations/groups that may operate in the region
<p>5. Demonstrates planning and capacity for expansion of current Language services.</p>	<p>Can provide, or show evidence of developing, a Community Language Plan, and how the local Community have been/will be consulted and provided/will provide input to the Plan.</p> <p>The Community Language Plan includes a plan to train and employ additional Language workers.</p>



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The following are not eligible to apply for an Emerging Aboriginal Language Centre Partnership:

- Individuals and sole traders;
- Federal, State or Local Government agency and/or body, including public schools and hospitals;
- NSW Department of Education School, University, TAFE, Adult and/or Adult and Community Education (ACE) organisation;
- For-profit organisations, including Aboriginal businesses;
- Organisations found to have provided false or misleading information in applying for previous grants through the ALT.

6.2.2 Eligibility Criteria: Established Aboriginal Language Centres Partnership

Criteria	Supporting information and evidence required
1. Is an Aboriginal Community controlled not-for-profit organisation/group with governance representation from across the Community/ies and the local Language group/s that it services	<p>Documentation, such as an organisation rulebook, constitution, terms of reference and/or organisation chart that details how the governance structure (e.g. Board or Committee) is inclusive of representatives from across the Community/ies and the local Language group/s that it services.</p> <p>If the organisation supports multiple Language groups, governance structures should include representation from each Language group serviced.</p> <p>Organisational membership represents a broad spectrum of Aboriginal Communities/Families/Groups across the region it services.</p> <p>Proof of Not-for-Profit status via registration with the Australian Charities and Not-for-Profit Commission (ACNC).</p> <p>Is one of the following organisation types:</p> <ul style="list-style-type: none"> • Aboriginal Corporation registered under the Corporations (Aboriginal and Torres Strait Islander) Act 2006 (Cth) • A company incorporated in Australia under the Corporations Act 2001 (Cth)

	<ul style="list-style-type: none"> • A Local Aboriginal Land Council (LALC) under the Aboriginal Land Rights Act 1983 (NSW) • An Incorporated Association under state legislation • An Incorporated Cooperative under state legislation • An Incorporated trustee on behalf of a trust
<p>2. Primary business activity relates to revival of NSW Aboriginal Language/s</p>	<p>Documentation, such a strategic plan, language plan or other organisation document that clearly shows Aboriginal Language revival as a primary business activity and demonstrates that the organisation is undertaking a range of Language revival activities, such as:</p> <ul style="list-style-type: none"> - Language teaching - Community Language programs - Language resource creation - Language Archival research - Linguistic research and analysis - Dictionary/Grammar development - Tertiary Language programs - Language program/curriculum development - Language as part of other Cultural practices (e.g. dance, song, weaving, bush tucker etc) - Language worker training
<p>3. Demonstrates financial responsibility and reporting compliance</p>	<p>Copies of financial reports for the previous two years.</p> <p>Certificate of Currency issued by an insurer for public liability insurance of at least \$10 million per claim.</p> <p>Has received no less than two (2) grants from the following ALT Grant Programs and delivered these successfully, including reporting or acquittals:</p> <ul style="list-style-type: none"> - Sector Development Program - Growth Program - Sustainable Funding Program - Partnership Funding Program
<p>4. Offers employment and training opportunities to Aboriginal People from the Community/ies it services</p>	<p>Evidence that:</p> <ul style="list-style-type: none"> - The Language Centre employs Aboriginal People within the Language Community/ies serviced - Vacant roles are advertised within the Language Community <p>There are opportunities for Community members to train as Language educators.</p>

<p>5. Works collaboratively with other Language services or Aboriginal Community controlled organisations/service s in the region</p>	<p>Demonstrated history of networking and working collaboratively with other Language services or Aboriginal Community controlled organisations/services in the region. This may include collaboration with key local Aboriginal Community stakeholders and networks such as:</p> <ul style="list-style-type: none"> ○ Local Aboriginal Land Councils (LALCs) ○ Native Title Prescribed Body Corporate (PBC) ○ Local Aboriginal Education Consultative Group (AECG) ○ Aboriginal Medical Service (AMS) ○ Aboriginal Regional Alliance ○ Aboriginal Early Childhood Centre/Preschool ○ Aboriginal Cultural centre/group ○ Aboriginal Elders' group ○ Aboriginal Women's group ○ Aboriginal Men's group ○ Other local Aboriginal Community Language Centres or groups that operate in the region ○ Other Aboriginal Community controlled organisations/groups that may operate in the region ○ The NSW Language Centres Network
<p>6. Has support from the Community/ies it services</p>	<p>At least two (2) letters of support, testimonials or other documentation provided by key local Aboriginal Community stakeholders that show that:</p> <ul style="list-style-type: none"> - The Language Centre has consulted with the local Language Community on its needs - The Language Centre and its services are being accessed by the local Language Community - The Language Centre is following Community protocols <p>Organisations/groups providing letters of support or testimonials may be contacted by phone to verify details or provide further information.</p> <p>Key local Aboriginal Community stakeholders may include:</p> <ul style="list-style-type: none"> ○ Local Aboriginal Land Council (LALC) ○ Native Title Prescribed Body Corporate (PBC) ○ Local Aboriginal Education Consultative Group (AECG) ○ Aboriginal Medical Service (AMS) ○ Aboriginal Regional Alliance ○ Aboriginal Early Childhood Centre/Preschool ○ Aboriginal Cultural centre/group ○ Aboriginal Elders' group ○ Aboriginal Women's group

	<ul style="list-style-type: none"> ○ Aboriginal Men's group ○ Other local Aboriginal Community Language Centres or groups that operate in the region ○ Other Aboriginal Community controlled organisations/groups that may operate in the region
7. Accessible to the Language group/s that the Language Centre services	<p>Evidence that local Community members across the region covered by the Language Centre can access the services of the Language Centre such as:</p> <ul style="list-style-type: none"> - Communications/media plans or activities that target local Community members - Opening hours to Community access - Activities that target local Community members or groups - Classes available for Community enrolment - A list of services is made available and how to access them - Opportunities for Community members to meet for Language practice, especially on Country <p>If not accessible to all Communities across the region, has demonstrated in their plans how they will increase accessibility if they are successful in receiving funding.</p>
8. Have or are developing a Community Language Plan in partnership with the Community/ies they service	<p>Can provide, or show evidence of developing, a Community Language Plan or Strategy, and how the local Language Community have been/will be consulted and provided/will provide input to the Plan or Strategy.</p>

The following are not eligible to apply for an Established Aboriginal Language Centre Partnership:

- Individuals and sole traders;
- Australian Government funded Indigenous Language Centres in receipt of Indigenous Languages and Arts closed targeted program funding of \$600,000 or more;
- Federal, State or Local Government agency and/or body, including public schools and hospitals;
- NSW Department of Education Schools, University, TAFE, Adult and/or Adult and Community Education (ACE) organisation;
- For-profit organisations, including Aboriginal businesses;
- Unincorporated organisation or groups;



- Organisations found to have provided false or misleading information in applying for previous grants through the ALT.

6.3 Partnership Establishment

Stage 1: Expression of Interest (EOI)

1. An open EOI will be available for Aboriginal Community Language Organisations or Groups to submit interest to enter into a Memorandum of Understanding (MoU) with the ALT.
2. EOIs must be submitted via the [ALT website](#).
3. The ALT internal EOI panel will undertake an initial review of the submission and determine whether the applicant is likely to meet eligibility criteria for entry into the program.
4. If it is determined that the applicant is likely to meet the eligibility criteria, the ALT will send the applicant an Application Pack, requesting supporting evidence against the eligibility criteria.
5. If it is determined that the applicant is unlikely to meet the eligibility criteria, they may be referred to other relevant ALT programs (e.g. Community Investments, Community Capability Training).

Stage 2: Application and assessment

6. The applicant completes the Partnership Application Form and submits it, with all supporting documentation, to the ALT. This includes a Conflict-of-Interest Declaration.
7. The ALT Assessment Panel then undertakes a thorough assessment of information provided against the eligibility criteria and supporting checklists. At this stage, the ALT may request additional supporting information to be able to make an assessment.
8. An assessment panel, made up of an ALT Manager, ALT staff member and an independent assessor, will conduct a detailed assessment of applications against the eligibility criteria.
9. An assessment will be made as to whether declared conflicts of interest can be effectively managed so as to protect the reputation of the applicant and the ALT and maintain the integrity of, and Aboriginal community confidence in the LCPP.
10. The assessment panel make recommendations to the ALT Executive Director for approval to enter partnership conversations.
11. Successful applicants are invited to take part in further Partnership conversations.
12. Where the applicant is not successful, they may be considered for an Emerging Aboriginal Language Centres Partnership (where they have applied for Established) or



may be referred to other relevant ALT programs (e.g. Community Investments, Community Capability Training).

Stage 3: Partnership conversations

13. ALT will coordinate meeting(s) with successful applicants to discuss in detail:
 - a. Wishes and expectations of the Partnership
 - b. Current plans and priorities including:
 - i. Business planning
 - ii. Community Language planning
 - iii. Staff recruitment and development planning
 - c. Local protocols that will need to be taken into consideration
 - d. Who needs to be consulted in order to enter into the MoU (e.g. Board and/or membership, local Community) and the timeframe required to do this.
14. The MoU terms are negotiated to establish the goals of the partnership and responsibilities of each party.

Stage 4: Memorandum of Understanding

15. Based on the conversations held during Stage 3, the MoU is drafted including:
 - a. Principles and protocols specific to each Community
 - b. Specific actions and responsibilities of each party
 - c. Schedule A: Goals and Activity Plan
 - f. Schedule D: Reporting and Monitoring
16. Time is allowed for each party to review the MoU and seek clarification or make amendments to any items, if required.
17. The ALT Executive Director presents draft MoUs to the ALT Board for approval and formal signing.
18. The parties will work together to deliver agreed activities and secure required resources.

Stage 5: Funding Opportunities

19. Upon signing of the Agreement, the Language Centre will be invited to formally apply for funding through the ALT Language Centres Partnership grant program.
20. Applications will be made through the SmartyGrants platform.
21. Applications will be processed in accordance with the [Language Centres Partnership Program Grant Guidelines](#).



7. Partnership Coordination and Accountability

7.1 Aboriginal Language Centres

Aboriginal Language Centres operate under a self-determined governance model. The ALT acknowledges and respects the authority of Centres to make decisions that are grounded in the aspirations and expectations of their Communities. The ALT will support Centres to strengthen governance structures and skills base where required, ensuring they have the capacity to deliver high quality Language programs and meet reporting and accountability expectations.

The Aboriginal Language Centre will:

- Engage Elders, knowledge holders and Community in planning and delivery
- Deliver Community-driven Language activities and programs
- Maintain strong Community-led governance
- Record program outputs and outcomes such as attendance records, activity summaries, and good news stories
- Maintain good business administration and compliance with relevant laws, regulations, and industry standards to ensure smooth operations and avoid legal issues
- Submit reporting and/or acquittals as required
- Participate in LCPP monitoring and evaluation processes

7.2 Aboriginal Languages Trust

The ALT will provide coordinated support to ensure the partnership principles are upheld and Agreement processes are in place. This includes regular check ins, strategic support, networking and partnership and funding support:

- Regular check ins:
 - One site visit per year
 - Bimonthly (every 2 months) check ins between ALT staff and the Aboriginal Language Centre
 - Biannual strategic meetings between ALT staff and the Aboriginal Language Centre including a review of governance representation
- Strategic support:
 - Governance strengthening – support to access strategy, business, and administrative services or to build capability in these areas
 - Community Language Planning – Support with development, implementation and monitoring of a Community Language Plan
- Networking and collaboration:
 - NSW Aboriginal Language Centre Network Gatherings



- ALT Gatherings
- Opportunities to network with other Aboriginal Language Centres
- o Partnership and funding support:
 - Provide opportunities to apply for grant funding
 - Clear guidance for reporting, acquittals, milestone requirements, including templates where required
 - Assistance with planning and budgeting where required

ALT internal accountability

The ALT will maintain clear accountability across its internal teams and roles, including the Senior Partnerships Advisor, Manager CTG, Executive Director, Board, and broader ALT teams. These roles will collectively ensure partnerships remain aligned with the Aboriginal Language Centre's priorities, uphold Cultural protocols and support sustainable Language outcomes. In doing so, the ALT acknowledges its responsibility to protect Aboriginal Cultural and Intellectual Property (ACIP) and uphold principles of Aboriginal Data Sovereignty.

Closing the Gap Team:

- o Relationship lead for partnerships
- o Oversee all partnerships and ensures consistency
- o Coordinate and complete partnership check-ins
- o Review and consolidate Aboriginal Language Centre milestone reports
- o Ensure cultural and data governance frameworks are followed
- o Ensure compliance and strategic alignment
- o Identify and monitor program, Cultural and governance risks
- o Provide early intervention support and escalation pathways

Community Engagement Team:

- o Maintain a strong understanding of LCPP objectives, partnership arrangements, and priority outcomes.
- o Where Community Capability Training and networking opportunities arise (including training, forums or workshops), extend expression of interest (EOI) to LCPP partners, in coordination with the CTG team.
- o Facilitate Community Language Planning with Aboriginal Language Centres as needed.

Policy and Research:

- o Provide policy advice to ensure that the program framework is guided by best practice and reflective of policy developments in the Languages Sector.
- o Provide impact management and evaluation advice.



Community Investment:

- Administer grant programs

Executive Director:

- Program oversight and direction
- Endorses formal Agreements to progress to the ALT Board

ALT Board:

- Provides strategic, high-level oversight of LCPP
- Authorise formal agreements and variations

7.3 Evaluation and insights

To track progress, outcomes and long-term impacts of LCPP and ensure transparent reporting to Aboriginal Language Centres, the ALT Board and NSW Government, reporting data will be regularly collected in accordance with the Target 16 Program of Works Monitoring and Evaluation Plan, including information on:

- Program delivery progress
- Governance strength and Aboriginal Language Centre capability
- Milestone achievements
- Community outcomes and participation trends
- Progress toward CTG Priority Reforms and Target 16
- Grant acquittals

This will occur through agreed reporting mechanisms which may include:

- Bimonthly partnership check ins
- Progress reports against agreed milestones
- Program data (e.g. participation, program reach, workforce growth, activities delivered etc)
- Reporting under Grant Funding Agreements
- Annual partnership health checks
- Ongoing informal touchpoints

Evaluation

Program Evaluation will occur at two levels:

1. Process Evaluation:



- Effectiveness of allocated resources
- Support for Communities
- Progress towards outputs
- Challenges and enablers
- Stakeholder and wider Community engagement with project activities
- Limitations on program progress

The Process Evaluation of LCPP will take place two years after commencement.

2. Outcome Evaluation:

- Support for Language revitalisation
- Achievement of outputs, outcomes and Themes of Change from the program logic
- Impact on participating Stakeholders and Communities
- Contribution to Closing the Gap Target 16?
- Long-term benefits achieved
- Challenges preventing long-term benefits from being achieved
- Behavioural change

The Outcome Evaluation of the overarching Target 16 Program of Works, which includes LCPP, will take place one year following program completion. If necessary, an additional benefits evaluation will be carried out 3-5 years after program completion.

Data requirements

Data will be collected in line with the ALT Principles for Respecting Aboriginal Community Data. Data will be collected as negotiated from program commencement and may include:

- Number of Language lessons, classes/ events
- Demographic reach, number of Languages or Language groups being serviced
- Learner enrolment and participation
- Workforce capacity, staff numbers and training
- Number of resources produced (if any)
- Governance indicators (meetings held, policies and procedures in place and up to date)
- Financial reporting, expenditure against budget
- Community feedback on accessibility and impact
- Aboriginal Language Centre reflections on capacity and operations
- Case studies and local stories of change demonstrating Language use and revitalisation

These measures will provide a clear and holistic view of progress toward program objectives by showing how Community-led programs increase access to Language, strengthening Community leadership and supporting more Language groups across NSW. They demonstrate not just activity, but real impacts on the revitalisation of Aboriginal Languages, the Community-



controlled Aboriginal Languages sector and relationships between Aboriginal Communities and government. Data will be collected from program commencement in alignment with principles of Aboriginal Data Sovereignty, ensuring that Communities maintain control, ownership, and access to their data. All data will be managed in ways that respect Cultural protocols and uphold Community governance and Community will be made aware of how their data is used.



8. Appendices

[Include Template MoU, Template Due diligence and eligibility check, template partnership health check, template partnership reporting, template data sharing agreement]