
Yugul Mangi Development Aboriginal Corporation LDM

Multi Agency Partnership Implementation Plan

2018 – 2020



May 2018

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1. Introduction

The Yugul Mangi Development Aboriginal Corporation (YMDAC), the NT Government and the Australian Government all have key roles to play in working together to create positive, lasting change for the health, wellbeing and prosperity of Yugul Mangi people and the Ngukurr community.

The signatories have come together to support the process of developing a Multi-Agency Partnership (MAP) with the aim of strengthening existing relationships, aligning community and Government priorities and pursuing current and future socio-economic opportunities that truly benefit Yugul Mangi people and the Ngukurr community.

Consistent with local decision-making (LDM) principles, the MAP priorities are driven by the priorities of the YMDAC Board. Board Members will have a genuine voice in developing local solutions for local issues and assume greater control of decisions that impact YMDAC and the Ngukurr community.

Most importantly, the Partnership aims to create a future where culture and values connecting Yugul Mangi people to Country are sustained and celebrated, where children and grandchildren have much improved opportunity for their health, wellbeing and prosperity.

The Partnership is a three-way commitment where the parties agree to work together to identify and support the implementation of agreed actions.

These agreed actions have been outlined in the MAP Implementation Plan described in **Section 5** of this document and will be reviewed and updated by the parties as they continue to work constructively together throughout the life of the Plan.

The consultation undertaken to develop the Plan has also been included for reference in **Appendix 8.1**.

2. Yugul Mangi Development Aboriginal Corporation

YMDAC was established in 2008 after changes to the Local Government Act.

YMDAC aims to build a sustainable viable local economy creating local jobs, employment pathways and an end to generational welfare dependency.

YMDAC represents the seven clans of South East Arnhem land. On the Northern side of the Roper, these lands extend from Blue Mud Bay across toward Bullman, down the Wilton River Valley to Roper River and out to the Gulf of Carpentaria. On the Southern side of the river the lands extend from west of Buddawka to the Hodgson River and includes the Towns River and Limmen River systems and coastal areas between. This area includes the newly declared Limmen National Park and the Mara Land Trust.

These vast lands hold great potential for developing pastoral, tourism, community services, civil and construction, land management, mining industries among others.

YMDAC with nearly 300 members is looking forward to an exciting future as local people engage in these growing opportunities.

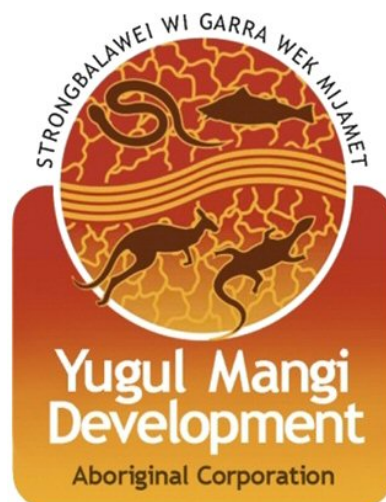
The vision of the YMDAC Directors and Members is...

“to create a livable and sustainable future on their own lands for their own people.”

The Directors and Members wish to create a future where their children enjoy the best of the modern Australia whilst retaining their unique identity and cultural standing as Yugul Mangi people.

To do this they seek to use their land and its resources, as well as the human resources of the Yugul Mangi people, as the drivers of business development, job creation and prosperity for their group.

**** Information sourced from Yugul Mangi Development Aboriginal Corporation website (April, 2018)***



3. What does working as a Partnership mean to us?

The LDM MAP aims to strengthen existing relationships, align YMDAC and Government priorities, ensuring a coordinated approach to service delivery and maximising local outcomes from current and future socio-economic activities.

The Partnership is underpinned by a three-way commitment where the parties fully participate and work collaboratively to implement the agreed Plan.

YMDAC, NT Government and Australian Government have jointly committed to:

- playing key roles in the implementation of actions from the YMDAC LDM Multi Agency Partnership;
- respecting, cultural, spiritual, social and economic connection to Country;
- building and maintaining open, honest and respectful relationships;
- defining clear roles and mutual accountability that links back to the partnership;
- ensuring YMDAC participation and voice is heard in all decisions affecting them;
- Working with current Government policies to maximise local benefits from all government investment;
- local solutions developed by local people to address local issues and opportunities; and
- build capacity within all of the parties to work effectively as partners to implement agreed actions.

The MAP Local Decision-Making Guiding Principles document has been developed as a separate document and this has been included at Appendix 8.4 for reference.

All partners to the LDM MAP commit to undertake the principles described in this document and recognise that these areas will be key to the successful implementation of the Partnership.

4. LDM Multi Agency Partnership (MAP) Overview

4.1 LDM MAP Framework & Implementation Plan Process

The LDM MAP Implementation Plan process enables YMDAC, NT Government and the Australian Government to come together as partners to develop a coordinated and targeted plan aimed at improving the socio-economic outcomes for Yugul Mangi people over the next three years.

The YMDAC Board set strategic priorities in consultation with Yugul Mangi people from the Ngukurr community and surrounding areas. This work is ongoing and is undertaken through meetings and workshops, including YMDAC strategic planning processes.



Photo 1:

YMDAC Directors and Staff meeting with NT Government & Australian Government representatives to discuss the development of the Multi Agency Partnership (MAP) Implementation Plan (April, 2018).

4.2 Strategic Priorities & Focus Areas

Through the consultation process, the YMDAC Board, NT Government and Australian Government agreed that the initial LDM MAP Implementation Plan would focus on six strategic priorities.

The key **strategic socio-economic priorities** include the following:

Business Development & Contracting	Local Jobs & Training	Community-Based Service Delivery
	Local jobs and training on YMDAC contracts	
Current & Future Contracting Opportunities	Local jobs and training in YMDAC operations	
Procurement Processes & Tendering	Greater local jobs and training outcomes from external contractors on major projects	Current & Future Service Delivery Contract Opportunities
Joint Ventures and Capacity Building	Local Jobs and Workforce Development Plan	Community Development
Industry Engagement & Recognition	Linkages to existing workforce programs including the Community Development program	

Key **strategic enablers** include the following:

Capacity Building	LDM MAP Plan Implementation & Resourcing	Effective Communication & Engagement
Building in-house commercial skills & expertise		
Business development & feasibility analysis	MAP Plan development and endorsement	Partnership engagement principles & approach
Greater profiling of YMDAC contracting capabilities	MAP Plan governance arrangements	Engagement processes for escalation of issues/concerns
Cultural capability development for Non-Indigenous staff	Resourcing Options	Profiling success stories inside and outside of the community
YMDAC governance and leadership development	Monitoring progress & measuring outcomes	

4.4 Timeframes

The LDM MAP Implementation Plan commences upon the date of signing by YMDAC, NT Government and Australian Government and extends to the 30 June 2020.

Targeted timeframes and responsibilities for implementation of specific actions are outlined within the MAP Implementation Plan (See Section 5).

4.5 Monitoring & Evaluation

The LDM MAP Implementation Plan will be an evolving document and through regular engagement between the parties will be reviewed and updated as required.

It is recommended that the parties jointly meet at least bi-annually to formally review the implementation of the Plan.

This review process will allow YMDAC, NT Government & Australian Government to:

- Report on the progress of high priority actions and to work together to address any emerging barriers to successful implementation;
- Measure and report on key socio-economic outcomes;
- Agree on any changes within the MAP Implementation Plan to reflect changing priorities, addressing emerging issues and/or alternative approaches that may be required; and
- Ensure that the community continue to be informed of the MAP and any successful outcomes are profiled.

5. LDM MAP Implementation Plan

5.1 Business Development & Contracting

#	Key Actions	Timeline	Responsibility
1	<p>Establish regular and timely engagement between YMDAC & DIPL to discuss upcoming tender opportunities in Ngukurr and surrounding areas, including potential new business development opportunities across civil and construction. Through this process we will provide clear guidance on the procurement processes for specific contracting opportunities to allow YMDAC the opportunity to consider tendering options, including, but not limited to, select tender and JV arrangements. Potential areas may include:</p> <ul style="list-style-type: none"> ▪ Road grading maintenance; ▪ Road improvements; ▪ Manufacturing and supply of materials; ▪ Concrete works for buildings and roads; ▪ Road inspections, including sign replacement; ▪ Regional Black Spot Program; ▪ Opportunities for YMDAC to be included on relevant civil and construction works panels based on demonstrated capability and capacity; and ▪ Facilitate introductions between major suppliers and YMDAC for genuine sub-contracting and/or JV opportunities. 	Monthly (As Required)	DIPL, YMDAC, MAP Project Group
2	<p>Establish regular engagement between YMDAC & DHCD to discuss upcoming tender opportunities in Ngukurr and surrounding areas, including potential new business development opportunities across housing construction, demolition, repairs & maintenance works. Through this process we will provide clear guidance on the procurement processes for specific contracting opportunities to allow YMDAC the opportunity to consider tendering options, including, but not limited to, select tender and JV arrangements. Potential areas may include:</p> <ul style="list-style-type: none"> ▪ Our Community, Our Future, Our Homes, including potential demolition, block preparation, new housing, refurbishments, maintenance works and subdivision contract opportunities; ▪ Room to Breathe Program, including community housing extensions ongoing and expanded contracting and labour hire opportunities; ▪ Remote Trade Panel, including response repairs and maintenance works for region; ▪ Potential transition of HMO & CHO (Tenancy Officer) services; ▪ Potential transition of Outstation Management services; 	Monthly (As Required)	DHCD, YMDAC, MAP Project Group

#	Key Actions	Timeline	Responsibility
	<ul style="list-style-type: none"> Facilitate introductions between major suppliers and YMDAC for genuine sub-contracting and/or JV opportunities. 		
3	Government to work closely with YMDAC to explore ABA Homelands scope of potential works to be rolled out in 2019 over 3 years, including opportunity for YMDAC to perform potential infrastructure upgrades.	2019	YMDAC, PM&C, MAP Project Group
4	<p>Establish regular engagement and communications between YMDAC & DTC to increase knowledge and awareness of YMDAC Tourism Strategy key activities and aspirations, including:</p> <ul style="list-style-type: none"> Identification of potential funding options to support YMDAC to further develop their overarching Tourism Strategy; Expedition development; Cultural Experiences, including Kevin's Outstation and Forbidden City; Accommodation supply and demand modelling; Business strategy to support barge and landing assets; and Capitalising on recent closure of Roper Bar Store and campgrounds. 	June 2018 initial meeting and then Quarterly thereafter	YMDAC, MAP Project Group, DTBI, DTC
5	Develop and implement processes to provide constructive and comprehensive feedback to YMDAC, for any unsuccessful tenders.	As Required	Relevant Government Department, MAP Project Group
6	In collaboration with DHCD, identify and pursue options for suitable accommodation under the Industry Housing Assistance Scheme to support accommodation requirements for specialist YDMAC personnel.	June 2018	DHCD, YMDAC MAP Project Group
7	PM&C to support YMDAC accommodation expansion (Stage 3, 6 additional rooms and laundry), by assisting in the process to identify funding options with ABA & IBA.	Current	PM&C, YMDAC, MAP Project Group
8	<p>Develop and implement YMDAC Retail Strategy, including:</p> <ul style="list-style-type: none"> Finalising leasing arrangements secured for current and future retail operations; Development of future retail opportunities, including expanded operations to include butchery, white goods, camping and supplies, and clothing. 	Current	YMDAC (NLC)

#	Key Actions	Timeline	Responsibility
9	Provide agreed funding contribution to support the interim employment of a business development administration role to coordinate program funding reporting and acquittal requirements for up to 12 months.	July 2018	DCM MAP Project Group
10	Develop partnerships with external non-Government agencies (eg. IBA, Many Rivers, Consultants) to provide ongoing business development advice and support as required, including support for the development of micro businesses by local Yugul Mangi people. DTBI to inform YMDAC where financial assistance is available to support these activities.	As Required	YMDAC, DTBI
11	Increase profile and awareness of YMDAC capabilities through completing Supply Nation Certification and ICN registration. DTBI will support YMDAC in linking / engaging with Industry Peak Bodies to obtain support for these activities.	September 2018	YMDAC, DTBI, MAP Project Group

5.2 Local Jobs and Training

#	Key Actions	Timeline	Responsibility
1	Develop a Local Workforce Development Plan defining the pipeline of current and future local job opportunities, linking training delivery to real job pathways in the areas of retail, civil construction, housing construction and maintenance, mining, tourism and delivery of community social services. DTBI Workforce Coordinator will work closely with YMDAC to discuss how the department is able to support the development of the Plan.	September 2018	YMDAC, DTBI, DCM, MAP Project Group
2	Seek support of local businesses and contractors operating in Ngukurr to implement a 'locals first' approach to filling all vacant roles, identifying suitable local people who meet the minimum job requirements in the first instance.	September 2018	YMDAC, RGRC, NGOs, Contractors, MAP Project Group
3	Develop a comprehensive skills and capability database for skilled local workers and a process for maintaining the currency of this information.	December 2018	YMDAC, PM&C, RGRC, DTBI, MAP Project Group
4	Promote YMDAC as the central contact and provider of labour hire for skilled local workers to Government, Non-Government service providers and contractors.	September 2018	YMDAC
5	Engage with RGRC to better understand their workforce and contractor requirements. Identify opportunities for greater strategic linkage between CDP and YMDAC labour hire / employment and training activities and pathways.	October 2018	YMDAC, RGRC, PM&C, MAP Project Group
6	In partnership with Ngukurr Language Centre, develop and deliver a Kriol based functional literacy course to support local worker training and attainment of minimum employment requirements, eg. white card.	Current	YMDAC, Ngukurr Language Centre, MAP Project Group

#	Key Actions	Timeline	Responsibility
7	Work with Government on options to build trade capabilities in community through the development and implementation of a Local Apprenticeship Program aligned with key project work and high demand skills.	September 2018	YMDAC, PM&C, DTBI, DCM, MAP Project Group
8	Continue to explore opportunities in the private sector, with a particular emphasis on building formal industry links operating within the region. These opportunities could include, but not be limited to, employment, training, infrastructure and community development.	Ongoing	YMDAC, PM&C, DTBI, DCM, MAP Project Group
9	explore the feasibility of establishing a regional training hub in Ngukurr to support employment and training initiatives in Ngukurr and surrounding communities.	2019	YMDAC, PM&C, DTBI, DCM, MAP Project Group

5.3 Community-Based Service Delivery

#	Key Actions	Timeline	Responsibility
1	Review existing YMDAC governance arrangements and future state operating models to support the effective delivery of community development and social services, including links to community benefit fund activities and opportunity for expanding these services over time. DTBI to confirm available support to assist YMDAC to engage external consultant to assist with the review.	2019	YMDAC, DTBI, MAP Project Group
2	Work with Australian Government to effectively transition Stronger Communities for Children Program contract to YMDAC, including establishment of program governance arrangements, appointment of key project management personnel, development of programs and services and commencement of program delivery.	Current	YMDAC, PM&C, MAP Project Group
3	Development of comprehensive reporting processes to support Stronger Communities for Children program management to ensure program accountabilities are met. (action is linked to DCM seed funding to support employment of Business Development Admin role in-house to coordinate these requirements)	Current	YMDAC
4	Work with relevant Government departments to review and MAP the aspirations (if any), capacity and timeframes of YMDAC to assume responsibility for service delivery in the following areas: <ul style="list-style-type: none"> ▪ Sport and recreation program; ▪ Youth program; ▪ Aged care in-house and day facility services; ▪ Women's Safe House; ▪ Community Night Patrols; ▪ Community Radio Broadcasting; ▪ Early Childhood Services; ▪ Education – Creche; ▪ Education – School Nutrition; ▪ Education – OSHC Program; ▪ Education – Remote School Attendance Program; and ▪ Health – Community Health Clinic (AOD Community Based Workers). 	June 2018	YMDAC, PM&C, DoE, RGRC, DCM, MAP Project Group
5	Establish regular communications and engagement with key senior Department of Education personnel, including Ngukurr School Principal and Assistant Regional Director of Education, to provide a forum to discuss YMDAC activities and aspirations to support quality educational outcomes for the community.	September 2018	YMDAC, DoE, DCM, MAP Project Group

5.4 Capacity Building

#	Key Actions	Timeline	Responsibility
1	Expand knowledge and cultural awareness through participation of non-Indigenous employees and contractors (including supervisors/managers) cultural awareness training programs delivered by Yugul Mangi people in Ngukurr.	Q4 2018	Government Depts with Ngukurr based staff, MAP Project Group
2	YMDAC to work together with DTBI to identify potential funding options available to support the delivery of governance and leadership training and development to support Board Members in their roles.	September 2018	YMDAC, DTBI, MAP Project Group
3	With support from DTBI, identify small grant opportunities to fund ongoing development of YMDAC software & management systems.	June 2018	YMDAC, DTBI, MAP Project Group
4	Complete container conversion for contractor accommodation.	September 2018	YMDAC
5	With support from DTBI, develop a comprehensive Capability Statement for YMDAC related business enterprise activities, highlighting in-house skills, expertise and capabilities, including relevant accreditation, insurances and past contract performance.	September 2018	YMDAC, DTBI, MAP Project Group
6	Establish a formal agreement with DIPL to provide access to an interim civil supervisor for up to 6 months to build YMDAC's in-house skills and capabilities to develop tenders, provide accurate project costing estimates and ensure appropriate contract management processes are in place to support civil project delivery on successful tenders.	September 2018	DIPL, YMDAC, MAP Project Group
7	Provide ongoing support to YMDAC to establish strategic relationships and industry links to support business development priorities, including but not limited to pastoral and agriculture, tourism & culture, civil construction and retail sectors.	Ongoing	DTBI, MAP Project Group

#	Key Actions	Timeline	Responsibility
8	Conduct feasibility study to consider investment options, site identification for future commercial and staff accommodation requirements, including but not limited to, expansion of existing motel facilities, contractor village camp and YMDAC staff housing.	September 2018	YMDAC, PM&C, DCM, MAP Project Group
9	With support from DTBI, DIPL & DHCD, identify current barriers to YMDAC being able to tender in the future for large complex scopes of work and/or potential regional civil works panels and develop capability development plan to address these gaps over time.	October 2018	YMDAC, DTBI, DIPL, DHCD, MAP Project Group
10	Engage consultant to facilitate engagement to develop long term 2050 Ngukurr Community Vision.	2019	YMDAC

5.5 MAP Plan Implementation & Resourcing

#	Key Actions	Timeline	Responsibility
1	Multi Agency Partnership (MAP) consultation completed with all partners to inform agreed priorities and supporting actions.	30 April 2018	Keogh Bay, DCM
2	MAP Implementation Plan developed and endorsed by all parties, including sign-off on formal agreement to support overarching LDM MAP relationships.	31 May 2018	YMDAC, NTG, PM&C
3	Establish governance arrangements to support LDM MAP Implementation Plan including regular review points to monitor progress and update plan and encourage YMDAC Board participation in priority setting and decision-making processes.	31 May 2018	YMDAC, NTG, PM&C
4	Present updated YMDAC Strategic Plan to NT Government & Australian Government senior management highlighting key business priorities and ensure ongoing alignment with MAP Implementation Plan.	July 2018	YMDAC
5	<p>Collectively explore options available for resourcing priority actions, including but not limited to, Government funding, non-Government funding and YMDAC self-funded activities.</p> <p><i>Note that Government funding opportunities will continue to be subject to YMDAC meeting the required terms and conditions for approval, program availability, ability to complete the work identified in the application process and program budgets.</i></p> <p><i>DTBI will support YMDAC in applying for relevant grants and funding as well as provide relevant information on new / upcoming grants across NT Government Australian Government and other organisations.</i></p>	30 June 2018	YMDAC, DTBI, DCM

5.6 Effective Communication & Engagement

#	Key Actions	Timeline	Responsibility
1	Identify LDM MAP Implementation Plan success stories and profile outcomes internally and externally where appropriate.	Ongoing	YMDAC, NTG, PM&C, MAP Project Group
2	Initiate introduction meetings and build ongoing relationships between YMDAC and NT Government departments where limited engagement has occurred to date, including forming new relationships with key personnel within NT Tourism & Culture and the Department of Trade, Business & Innovation.	June 2018 & Ongoing	YMDAC, DT&C, DTBI
3	Utilise DCM and the MAP Project Group as a central point of contact for YMDAC to engage with NT Government, particularly with regards to communication protocol for escalating emerging issues or concerns in the first instance.	Ongoing	YMDAC, DCM, MAP Project Group
4	NTG and Australian Government senior management to inform regional staff of the MAP Implementation Plan and raise awareness of priorities, engagement protocols and key points of contact.	June 2018	All NTG Departments, PM&C, MAP Project Group
5	Establish calendar of formal MAP joint meeting dates and circulate to all partners.	30 June 2018	YMDAC, DCM, MAP Project Group

6. Measures of Success

	No.	Priority Area	#	Measures of Success
LDM MAP Socio-Economic Priorities	1	Business Development & Contracting	1.1	<i>% Tenders Secured vs Number of tenders submitted</i>
			1.2	<i>Number of new business development / tender opportunities secured</i>
			1.3	<i>CAL accreditation achieved and maintained</i>
			1.4	<i>Capability Statement, ICN Registration & Supply Nation Certification achieved</i>
	2	Local Jobs & Training	2.1	<i>Number of Yugul Mangi employees working across YMDAC operations</i>
			2.2	<i>Number of Yugul Mangi employees engaged through labour hire arrangements</i>
			2.3	<i>Number of CDP participants transitioning to permanent PT or FT employment</i>
			2.4	<i>Number of apprentices supported through Ngukurr Apprentice Program</i>
			2.5	<i>Local workforce development plan is developed with E&T pipeline clearly defined</i>
	3	Community-Based Service Delivery	3.1	<i>Future state governance models identified to support social service delivery</i>
			3.2	<i>Successful transition of Stronger Communities for Children contract and ongoing compliance with contract conditions</i>
			3.3	<i>Program acquittals and reporting requirements met</i>
			3.4	<i>Service delivery aspirations and transition plans developed</i>
LDM MAP Enablers	4	Capacity Building	4.1	<i>Board Member participation in governance and leadership training</i>
			4.2	<i>YMDAC staff accommodation plan developed for key specialist personnel</i>
			4.3	<i>Contract tenders are conforming and market competitive</i>
			4.4	<i>Development of cultural awareness program ready for implementation</i>
	5	MAP Implementation & Resourcing	5.1	<i>MAP Implementation Plan endorsed</i>
			5.2	<i>Governance arrangements in place / formal review meetings scheduled</i>
			5.3	<i>Resourcing options identified to support Year 1 actions/initiatives</i>
	6	Effective Communication & Engagement	6.1	<i>Number of LDM MAP success stories profiled each year</i>
			6.2	<i>All formal LDM MAP meetings held with attendance by all parties</i>
			6.3	<i>Points of contact established for key Government Department relationships</i>
			6.4	<i>Number of unresolved issues/concerns</i>

7. Abbreviations

AOD	Alcohol and Other Drugs
BM	YMDAC, Business Manager
CDP	Community Development Program
CEO	YMDAC, Chief Executive Officer
CHO	Community Housing Officer
DCM	NT Government, Department of the Chief Minister
DHCD	NT Government, Department of Housing & Community Development
DIPL	NT Government, Department of Infrastructure, Planning & Logistics
DTBI	NT Government, Department of Trade, Business & Innovation
DTC	NT Government, Department of Tourism & Culture
HMO	Housing Maintenance Officer
ICN	Industry Capability Network
LDM	Local Decision-Making
MAP	Multi Agency Partnership
MOU	Memorandum of Understanding
NTG	Northern Territory Government
NGO	Non-Government Organisation
OSHC	Out of School Hours Care Program
PM&C	Australian Government, Department of Prime Minister & Cabinet
RGRC	Roper Gulf Regional Council
TO	Traditional Owner/s
YMDAC	Yugul Mangi Development Aboriginal Corporation

8. Appendix

8.1 Multi Agency Partnership Report – Consultation Summary & Recommendations

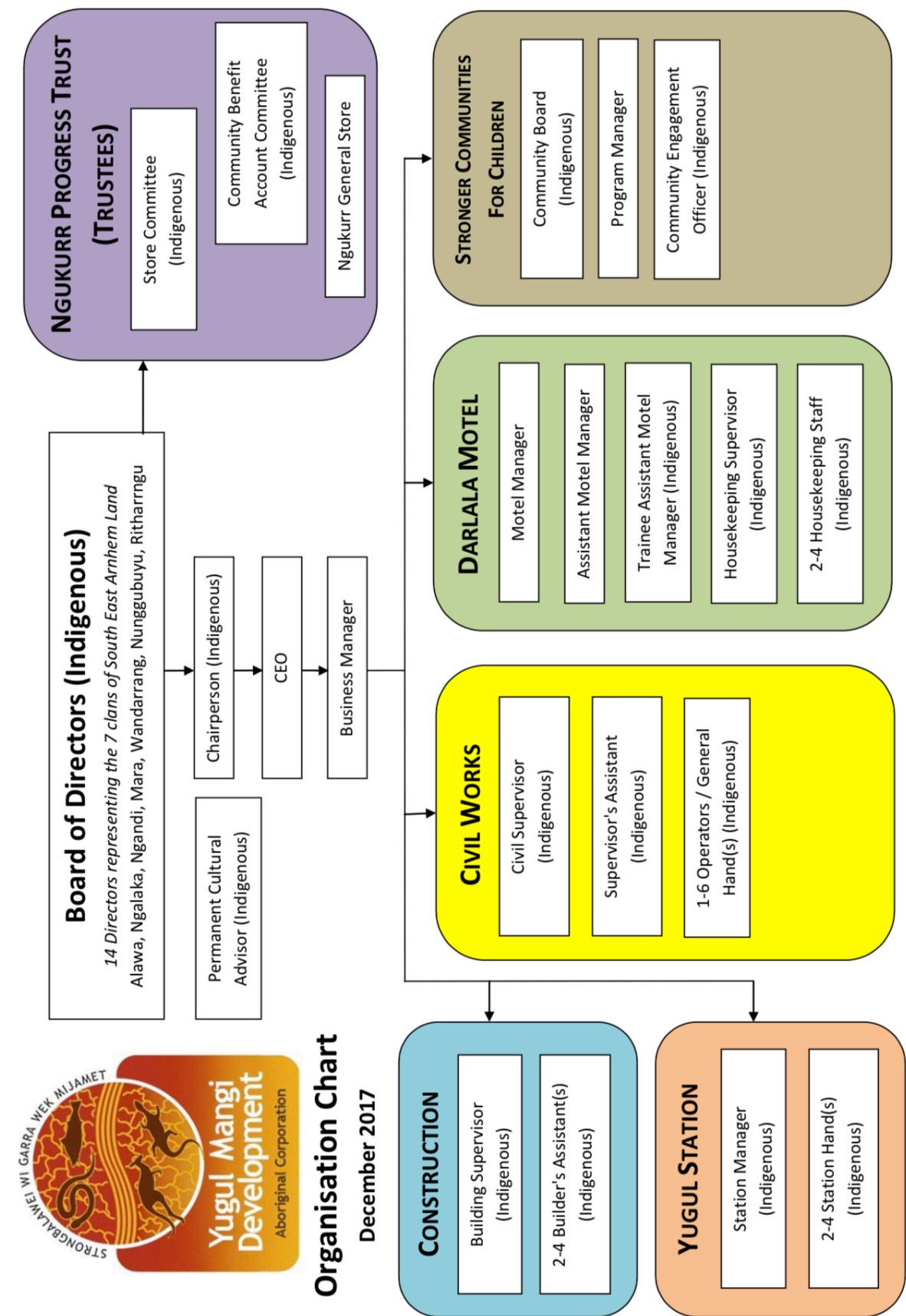


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8.2 MAP Joint Planning Workshop Attendance (Ngukurr, 18th April 2018)

Name	Organisation
Bobby Nunggumajbarr	YMDAC Board, Chairman
Regina Rogers	YMDAC Board
Raina Rogers	YMDAC Board
Roger Thompson	YMDAC Board
Kevin Rogers	YMDAC Board
Sammy Ponto	YMDAC Board
Grace Daniels	YMDAC Board
Danny Daniels	YMDAC Board
Ian Gumbula	Community Member
Bill Blackley	YMDAC Executive Staff
Martin Shahinger	YMDAC Executive Staff
Cindy Haddow	Australian Government, PM&C
Treezie Moynham	Australian Government, PM&C
Amaretta Wesan	Australian Government, PM&C
Jessica Powter	NT Government, DTBI
Jake Quinlivan	NT Government, DCM
Nathanael Knapp	NT Government, DCM
Kallum Pekham-McKenzie	NT Government, DCM
Ben Laidlaw	Keogh Bay Consulting (Facilitator)

8.3 Yugul Mangi Development Aboriginal Corporation – Organisational Structure



8.4 MAP Local Decision-Making Guiding Principles



Guiding Principles
Agreement_YMDAC



Guiding Principles
Agreement_YMDAC