



# **Mantiyupwi Pty Ltd**

## **Local Decision Making Agreement**

2024-2028



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# Abbreviations

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**CAAPS** Council for Aboriginal Alcohol Program Services

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**CDP** Community Development Program

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**CDU** Charles Darwin University

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**CFC** Child & Family Centre

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**CM&C** NT Government, Department of the Chief Minister & Cabinet

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**DAGJ** NT Government, Department of Attorney-General & Justice

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**DIPL** NT Government, Department of Infrastructure, Planning & Logistics

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**DITT** NT Government, Department of Industry, Tourism & Trade

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**DoE** NT Government, Department of Education

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**LDM** Local Decision Making

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**NIAA** Australian Government, National Indigenous Australians Agency

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**NTG** NT Government

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**OTL** Office of Town Leasing

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**PFES** NT Government, Police, Fire & Emergency Services

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**RMO** NT Government, Reform Management Office

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**TFHC** NT Government, Territory Families, Housing & Communities

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**TIRC** Tiwi Island Regional Council

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**TITEB** Tiwi Island Training & Employment Board

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**TLC** Tiwi Land Council

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**TLF** Tiwi Leaders Forum

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**TR** Tiwi Resources Pty Ltd

# 1. Background

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## 1.1 NT Government's Local Decision Making Agenda

Local Decision Making (LDM) is a 10-year commitment by the Northern Territory (NT) Government supporting the development and transition of programs and services, where possible, to Aboriginal people and their community-controlled organisations.

Across the Northern Territory, Aboriginal people and their community-controlled and led organisations have implemented traditional forms of local decision making for many, many years.

In recent years, the NT Government has engaged with Traditional Owners, all levels of government and community-controlled organisations to progress discussions that support a community-led engagement approach to local decision making. This has provided the opportunity for communities and the NT Government to come together to consider what local decision making means for the community. They jointly identify community priorities and aspirations, map out current service delivery responsibilities and agreed processes to establish a community centred LDM approach.

By signing this agreement, the parties acknowledge they all have an important role to play in working together to create positive lasting change for the health, wellbeing and prosperity of Mantiyupwi peoples and the families who call the Tiwi Islands their home.

Schedule 2 of this agreement outlines the agreed priorities and actions for the Mantiyupwi Local Decision Making Agreement for the period 2024 – 2028, which will be reviewed and updated by the parties annually across the life of the agreement.



## 1.2 Mantiyupwi Pty Ltd

Mantiyupwi Pty Ltd, as trustee for Mantiyupwi Family Trust (Mantiyupwi), has committed to taking more of a leadership role to help organisations, families and children that are working and living on Mantiyupwi Land.

Our great Mantiyupwi Leader, Walter Kerinauia, used to tell the story of Tradition. In the old days, for thousands of years, if Tiwi people from another land group visited family on your 'country' for funerals or hunting and fishing then you had a responsibility to ensure those people were safe. That they were protected while they were on our land. They also had a responsibility to ensure that those visitors respected the cultural lore, the people, and the land, while they were visiting.

It is from these traditions that Mantiyupwi are working together with key stakeholders for the benefit of our people. By developing the economic and social enterprises we are forging, we will be able to provide opportunity for Tiwi people to prosper while ensuring that organisations and families respect Tiwi culture and lore as part of the process.

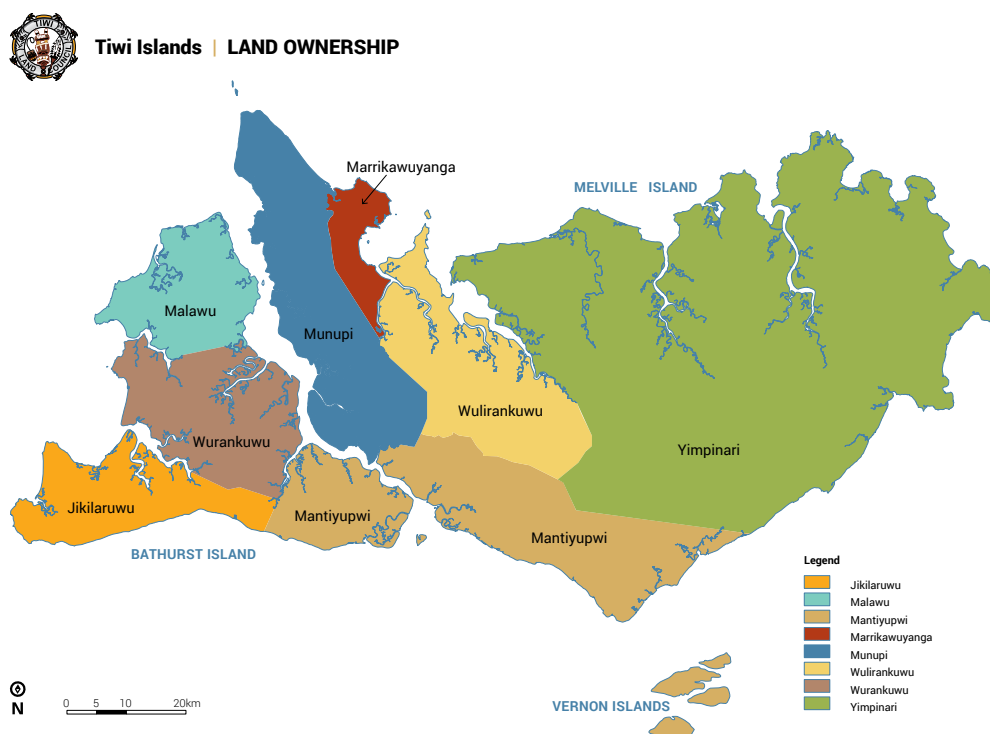
Mantiyupwi was established in 2007 as part of the signing of the 99 year lease with the Australian Government. Directors of Mantiyupwi are elected as representatives for each of the 8 Family groups that make up Mantiyupwi. Since the signing of the 99 year lease Mantiyupwi have progressively established different activities of their business. These include:

- the Mantiyupwi Motel (2014)
- the Piliymanyirra Supermarket (2014).

It also includes social projects such as the installation of the pontoons in 2020 which have improved the safety of ferry passengers embarking and disembarking at Wurrumiyanga.

In 2023, Mantiyupwi have commenced several new projects. The Pumlayu Child & Family Centre is central to the social consciousness of Mantiyupwi. The project aims to ensure that Tiwi people are supported and provided with a safe environment to deal with the day to day matters that affect them.

Mantiyupwi has also established a Fish Trap at Wurrumiyanga, as part of the Feed Our Families social project. The Fish Trap supplies fish to community members on Mondays and Tuesdays, when funds are short, to purchase goods from the store. Mantiyupwi has also established the Oyster Farm trial in Aspley Strait, which has the potential to be a valuable business opportunity, not only for Mantiyupwi, but also other family groups.



## 2. Vision

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We, the Mantiyupwi people, and all levels of government, come together in a spirit of collaboration and mutual respect to build a shared vision for our future... this will be a new way of working together.

Our shared vision, developed collaboratively as part of the LDM engagement process, represents our aspirations to support the implementation of a local decision making agreement. That agreement will empower the Mantiyupwi People to shape their own destiny, safeguard their cultural heritage, and foster sustainable development across Mantiyupwi land and the broader Tiwi Islands.

The parties to the Mantiyupwi Local Decision Making Agreement have committed to:

- 1. Self-Determination and Empowerment:** We envision a future where the Mantiyupwi people exercise self-determination over the activities conducted across their traditional lands. Through meaningful engagement and shared decision-making, the Mantiyupwi people will have the authority to shape policies, programs, and initiatives that reflect their unique values, customs, and priorities.
- 2. Preserving Cultural Heritage:** Together we are committed to preserving the rich cultural heritage of the Mantiyupwi people. We recognise the intrinsic value of our traditions, languages, and cultural heritage, and will work collaboratively to protect and promote our identity for future generations.
- 3. Social and Economic Development:** Our joint vision embraces inclusive and sustainable social and economic development within the Mantiyupwi community. We are dedicated to supporting initiatives that enhance education, health and wellbeing, community safety, housing, and economic opportunities while respecting the Mantiyupwi people's traditions and way of life.
- 4. Land and Environmental Stewardship:** We jointly acknowledge the important connection between the Mantiyupwi people and their traditional lands. We commit to responsible land and environmental stewardship, promoting conservation and recognising the Mantiyupwi People as custodians of their Country.
- 5. Collaborative Governance:** Through a framework of collaborative governance, we will build trust, transparency, and strong relationships between the Mantiyupwi People and the different levels of government. Regular dialogue, consultation, and co-design of policies will be the cornerstone of our working relationship.
- 6. Capacity Building and Partnership:** The government will actively support capacity-building initiatives within the Mantiyupwi community, fostering skills and leadership development to empower local decision makers. We also seek to engage external partners and stakeholders who can contribute positively to the achievement of our shared vision. Equally important, Mantiyupwi people will actively support opportunities to build the capabilities and capacity for government to engage effectively and work in genuine partnership with our communities.
- 7. Monitoring and Accountability:** We are committed to establishing clear mechanisms for monitoring and accountability, ensuring that the implementation of the local decision-making agreement remains on track. Regular evaluations will provide opportunities for learning, refinement and continuous improvement.

By jointly embracing this vision, the Mantiyupwi People and government aim to create a prosperous, harmonious, and equitable future. This vision marks the beginning of our partnership, grounded in respect, understanding and a shared commitment to unlocking the full potential of our communities through local decision-making.

Together, we start this journey towards a brighter and more inclusive tomorrow.



# 3. Objectives

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The objectives of this Agreement are:

- 1. Community Empowerment:** to empower Mantiyupwi people by ensuring a greater role in making decisions that affect their lives. This includes a transition from decision making authority often led by higher levels of government to the local level, allowing the Mantiyupwi community to have a direct say in matters that impact them.
- 2. Improved Service Delivery:** to enhance the quality and relevance of services provided in Wurrumiyanga for the benefit of the broader Tiwi residents and communities. By involving Mantiyupwi people in decision making, the aim is to ensure that services such as health, education, infrastructure development and social services meet the specific needs and preferences of the community.
- 3. Community Development:** to promote economic and social development within the Tiwi community. This should include initiatives to stimulate existing local businesses, create jobs, and improve living conditions. The local decision making agreement should support mechanisms for the community to control and manage its own resources and land use.
- 4. Cultural Preservation:** to preserve and promote the cultural identity and traditions of the Mantiyupwi community is a key objective. This may involve supporting cultural events, language preservation and the protection of sacred sites, but also finding ways that help Mantiyupwi families maintain their connections through improved access to country.

These objectives reflect the broader goal of ensuring that Mantiyupwi people have a voice in shaping their own future and addressing the specific challenges and opportunities they face.





# 4. Our Guiding Principals

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The signatories of the Mantiyupwi Local Decision Making Agreement are committed to partnering with Mantiyupwi people in a meaningful way to determine the necessary steps and processes to achieve local service delivery and support community identified priority areas and relevant actions contained in Schedule 2.

Mantiyupwi agrees to lead and guide local decision making and use its best endeavours to involve all relevant community and government stakeholders in the implementation of this Agreement, including consultation and engagement with relevant Tiwi Island community-controlled organisations.

The following principles were co-developed by Mantiyupwi and government representatives involved in the development of this Agreement. All parties agree that these principles are critical to the future success of the implementation of the Agreement.

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<b>Mutual Respect</b>	Government and Traditional Owners need to show mutual respect and work together as equals.
<b>Flexible Place-Based Approach</b>	The pace of local decision making will be led by the Mantiyupwi Pty Ltd. In undertaking its strategic planning and policy development, government will always have regard to the Mantiyupwi's Strategic Plan (as amended from time to time) which represents the culmination of the thoughts and vision of the Mantiyupwi people.
<b>Self Determination</b>	Building, supporting, and investing in strong governance is necessary to ensure Mantiyupwi people drive local solutions and the decisions that affect their families and the broader community.
<b>Open Communication</b>	Communication between government and Mantiyupwi needs to be clear, open and honest to build trust and ensure that all parties understand what is happening.
<b>Building Capacity</b>	Both Mantiyupwi and government need to have the opportunity to build their skills and knowledge, so they can participate fully in decision making processes.
<b>Co-Design &amp; Collaboration</b>	Effective collaboration between government and Mantiyupwi is essential to achieve common goals and to maintain a shared understanding of priorities.
<b>Learning Together</b>	Government and Mantiyupwi need to be open to learning from each other, and from their experiences, to improve the way they work together.
<b>Monitoring Our Progress</b>	Together we will need to monitor the progress of our actions and evaluate the outcomes, adapting our approach if needed to be able to achieve the desired outcomes for our communities

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## 5. Implementation Framework

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The parties to the Mantiyupwi LDM Agreement acknowledge and agree that the effectiveness of agreement implementation will be underpinned by the following:

- i. Mantiyupwi and the government will collaborate respectfully, openly, honestly and in good faith in the spirit of building trust and a strong and lasting partnership.
- ii. An Action Group comprising representatives of the Mantiyupwi Board, NIAA, CM&C, TIRC and senior representation of government agencies will meet regularly (at least quarterly) to monitor and review the implementation of the agreement and report on the progress of key projects and initiatives;
- iii. Government agencies with responsibility for the priority areas in Schedule 2 will nominate informed representatives with appropriate decision making authority, who will attend and actively participate in working group meetings with the Mantiyupwi.
- iv. Mantiyupwi will nominate authorised and informed representatives who will attend and actively participate in meetings, provide a meeting space, and will ensure processes are in place to regularly report to, and receive feedback from, interested families and where appropriate, the broader Tiwi community.
- v. Agreement implementation will be supported through dedicated NT Government (support including but not limited to):
  - local decision making Action Group secretariat, assistance in identifying and securing financial and other resources to support the implementation of agreement initiatives (including human resources embedded within Mantiyupwi to provide coordination and oversight for key projects) and other resources that may be available to support the agreement objectives.
- vi. Open communication that ensures agreement outcomes and progress on key initiatives are shared with the broader Mantiyupwi and Tiwi Island communities using existing communication channels; and the development of an annual report prepared on the anniversary of the signing of the agreement each year.
- vii. Mantiyupwi will report back to government with honest and direct feedback about progress and issues raised by Mantiyupwi people and the broader Tiwi community.
- viii. The government parties have agreed the priority areas as detailed in Schedule 2 and agrees to meet all stated commitments to support the advancement of each priority area.

- ix. The government parties and Mantiyupwi agree to negotiate Implementation Plans for any major projects and priority areas and use their best endeavours to agree to the detailed Implementation Plan by the timeframe agreed by the Action Group. These timeframes may be adjusted by mutual agreement of Mantiyupwi and government, however importantly, they will be undertaken at a pace determined by Mantiyupwi.
- x. Once government and the Mantiyupwi have agreed on a detailed Implementation Plan for each of the LDM priority areas, it will be included as a new Schedule and form part of this Agreement.
- xi. Should new priorities emerge, or existing priorities be completed, Schedule 2 may be updated with the consent of the NT Government and the Mantiyupwi.
- xii. The government and the Mantiyupwi will share information and data, including financial information, in a timely manner to fully achieve the objectives of this agreement, subject to any legal restrictions.
- xiii. The Mantiyupwi and the government may vary this agreement at any time by agreement in writing.
- xiv. Prior to the expiry of this agreement, the Mantiyupwi and the government may extend the term of this agreement with an agreed timeframe.
- xv. If issues arise, the following dispute resolution process should take place:
  - a. the NT Government CM&C Regional Executive Director and, where necessary, senior officials of nominated Agencies, will promptly meet with Mantiyupwi representatives to resolve the identified issues
  - b. if it is not possible to achieve a satisfactory outcome, the issue can be escalated, with the agreement of Mantiyupwi, relevant agency Chief Executives or the NT Government Chief Executives Coordination Committee
  - c. if the issues are still unable to be resolved, Mantiyupwi may write to the Chief Minister and the Chief Executive Officer of the Department of the Chief Minister & Cabinet who will lead a dispute resolution process with relevant agencies
  - d. if all reasonable attempts in this dispute resolution process fail in three (3) months Mantiyupwi may opt to withdraw from the agreement.

## 6. Agreement Status

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- Mantiyupwi and government acknowledge that the provisions of this agreement are not legally binding. However, that does not lessen the commitment of the parties to fully implementing this agreement in a transparent, consultative and accountable manner.
- It is the intention of Mantiyupwi and the government to capture any transfer of responsibility and control of agreed services and programs in formal contractual arrangements that detail and give legal effect to the parties' decisions.
- The government parties and Mantiyupwi agree that upon signing, this agreement (including any schedules) will be published on the websites of the parties and remain there for the life of the agreement.



# 7. Signing

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**MANTIYUPWI**  
PTY LTD

**Mantiyupwi Pty Ltd**

**Jennifer Clancy**  
Mantiyupwi Chairperson

Signature

*J Clancy*

Date

*30/7/2024*



**Tiwi Island Regional Council**

**Gina McPharlin**  
Chief Executive Officer  
Tiwi Island Regional Council

Signature

*G McPharlin*

Date

*30 JULY 2024*



**Tiwi Island Regional Council**

**Mayor Lynette DeSantis**  
Tiwi Island Regional Council

Signature

*L DeSantis*

Date

*30 July 2024*



Northern Territory Government

The Hon Eva Lawler MLA

Chief Minister

Northern Territory Government

Signature Eva Lawler

Date 30/07/2024



Northern Territory Government

The Hon Selena Uibo MLA

Minister for Local Decision Making

Northern Territory Government

Signature Selena Uibo

Date 30/07/2024



National Indigenous Australians Agency

Ms Bridgette Bellenger

Group Manager

National Indigenous Australians Agency

Signature Bridgette Bellenger

Date 30/7/24



# 8. Schedule 1

## 8.1 LDM Agreement Parties

### Mantiyupwi Representatives

Mantiyupwi Chairperson – Jennifer Clancy

Mantiyupwi Contact Details

Jennifer and Brian Clancy

Email: clance3@gmail.com

Mobile: 0444 521 229

### NT Government Representative

Kristien Oling

Regional Director – Tiwi islands

Top End Region, Department

of the Chief Minister & Cabinet

Email: Kristien.Oling@nt.gov.au

Phone: (08) 8999 8417

Mobile: 0407 550 179

### Australian Government Representative

Donna Clemmens

National Indigenous Australians Agency

Director - Darwin Tiwi Islands Team

Email: Donna.Clemmens@official.niaa.gov.au

Phone: (08) 7972 4226

Mobile: 0475 674 402

### Local Government Representative

– Tiwi Island Regional Council

Gina McPharlin

Chief Executive Officer

Tiwi Island Regional Council

Email: gina.mcpharlin@tiwiislands.nt.gov.au

Phone: (08) 8922 1911

Mobile: 0439 572 755

### Mayor Lynette DeSantis

Tiwi Island Regional Council

Email: reception@tiwiislands.nt.gov.au

## 8.2 Mantiyupwi Local Decision Making Priority Areas

Cultural Governance & Leadership

Family Health, Safety & Wellbeing

Healthy Homes

Healthy Country

Education

Economic Development

## 8.3 Responsible Government Agencies

LDM Priority Area	Relevant Government Agencies
Family Health, Safety & Wellbeing	NT Health, CM&C (RMO), PFES, TFHC, CM&C, NIAA, TIRC
Healthy Homes	TFHC, DIPL, TIRC, DITT, NIAA
Healthy Country	NIAA, DITT, TIRC
Education	DoE, NIAA
Economic Development	DITT, NIAA, CM&C, DIPL, TIRC, RMO
Cultural Governance & Leadership	CM&C, NIAA, TIRC

## 8.4 Agreement Review Dates and End Date

The parties will review and update this agreement annually from the date of commencement.

The Agreement will expire 4 years (2028) from the date of commencement unless a different timeframe is agreed in writing by all parties to this agreement.

## 8.5 LDM Action Group Meeting Arrangements

- LDM Action Group meetings will be held at least quarterly, in accordance with an annual calendar agreed by government and Mantiyupwi, to monitor the progress of objectives under this Agreement.
- These meetings will canvas any agreement-level matters that arise from time to time, including the relationship between the parties, major issues, annual reviews of the agreement, and reporting on the progress of agreement objectives to NT Government Cabinet and the Mantiyupwi Board.
- Meetings will be conducted in language and English with an interpreter available should they be required.
- Government and Mantiyupwi representatives will attend every meeting and the Chairperson of Mantiyupwi will be responsible for chairing meetings, unless otherwise agreed by all parties.
- Local decision making Agreement Action Group meetings will work towards consensus decisions.
- Minutes will be taken at all meetings in English and circulated to all participants and apologies, with secretariat function provided by NT Government
- Each meeting will have specified goals. At the end of each meeting feedback from all members will identify whether or not specified goals were achieved. Action items from the meeting will establish agenda items for next meeting.
- Commencement of the next meeting will provide feedback on whether action items were completed and, if not, what further action is required.

## 8.6 Monitoring and Evaluation

The LDM Agreement will be an evolving document and through regular engagement between the partners will be reviewed annually and updated as required.

This annual review process will allow the parties to:

- report on the progress of actions and to work together to address any identified barriers to successful implementation
- measure and report on key outcomes
- agree on any changes within the LDM Agreement to reflect changing priorities, addressing emerging issues and/or alternative approaches that may be required
- ensure that Mantiyupwi Board Members, families, and the broader Tiwi communities continue to be informed of the LDM Implementation Plan and any successful outcomes are profiled.

## 8.7 References

Mantiyupwi Strategic Plan

Mantiyupwi Pty Ltd – Aspirations & LDM Priorities Summary Report

# 9. Schedule 2

### Agreed Local Decision Making Priorities

Schedule 2 lists the priority service delivery areas that are agreed by government and Mantiyupwi. Each area includes:

- the overarching statement of objective/s and desired outcome;
- agreed priority level for each initiative / action with estimated timeframe for implementation;
- government and stakeholder commitments;
- Mantiyupwi Pty Ltd's commitments.

Detailed Implementation Plans in relation to each of the Local Decision Making priorities may be developed for larger projects to support achieving the agreed outcomes and will be included as schedules to this agreement once finalised and endorsed by the LDM Working Group.



# Priority Area 1: Cultural Governance & Leadership

For the Mantiyupwi people, developing and maintaining effective cultural governance and leadership means having control over their land, resources and the decisions that affect our people and our community. This involves creating and following traditional decision-making processes that are passed down from our Elders, while also adapting to the modern world. Effective cultural governance and leadership can ensure that our cultural practices and values are respected and preserved, while also promoting economic development and community health and wellbeing. This approach helps to ensure that decisions are made with the best interests of the community in mind, while also ensuring that our community and cultural identity remains strong.

Initiatives	Our Measures of Success	Identified Stakeholders	Priority	Timeframe
<p><b>Building Mantiyupwi Capabilities &amp; Capacity</b></p> <ul style="list-style-type: none"> <li>• Develop a new 3 Year Strategic Plan for Mantiyupwi Pty Ltd</li> <li>• Appoint a Full time General Manager, or similar role, to work with the Mantiyupwi Board to oversee and progress plans for strategic projects and existing operations</li> </ul>	<ul style="list-style-type: none"> <li>✓ Strategic Plan developed and shared</li> <li>✓ Appointment of Mantiyupwi Pty Ltd General Manager</li> <li>✓ % Strategic Plan actions progressed and on-track</li> </ul>	<p>Mantiyupwi P/L, Directors, Mantiyupwi Families, CM&amp;C, NIAA</p>	High	2024
<p><b>Cultural Awareness &amp; Capabilities</b></p> <ul style="list-style-type: none"> <li>• Develop a cultural awareness program and suite of initiatives that assist in increasing cultural awareness and developing cultural capabilities of government personnel (and contractors working on government funded projects)</li> <li>• Implement a fee-for-service mandatory cultural awareness program, delivered by Mantiyupwi People, for all newly appointed government personnel living and working in Wurrumiyanga</li> </ul>	<ul style="list-style-type: none"> <li>✓ Development of Mantiyupwi Cultural Awareness Program</li> <li>✓ % Newly appointed government employees participating in program</li> <li>✓ Number of Mantiyupwi People employed to deliver cultural awareness programs</li> </ul>	<p>Mantiyupwi P/L, Mantiyupwi Elders, CM&amp;C, NIAA, TIRC</p>	High	H1 2024 – Development H2 2024 & Ongoing - Implementation





Initiatives	Our Measures of Success	Identified Stakeholders	Priority	Timeframe
<p><b>Tiwirrapila Place-Based Planning</b></p> <ul style="list-style-type: none"> <li>Actively participate in and support (if requested) the facilitation of the Tiwi Leaders Forum</li> <li>Actively participate in TLF discussions to provide input to community investment decision-making processes.</li> <li>Actively participate in TLF discussions to provide input into Tiwi Island service design and delivery models</li> </ul>	<ul style="list-style-type: none"> <li>✓ Number of TLF meetings held each year</li> <li>✓ Clan Group representation and participation in meetings</li> </ul>	<p>NIAA, CM&amp;C, Clan Groups, TLC, Mantiyupwi P/L</p>	<p>High</p>	<p>Ongoing</p>
<p><b>Stakeholder &amp; Partner Relationships</b></p> <ul style="list-style-type: none"> <li>Facilitate quarterly LDM Working Group meetings to monitor and review progress of actions.</li> <li>Compile and share with the Tiwi community an annual report describing LDM outcomes and providing updates on the status of key projects</li> </ul>	<ul style="list-style-type: none"> <li>✓ % LDM Working Group Meetings held</li> <li>✓ LDM Working Group Meeting attendance</li> <li>✓ % Action on track</li> </ul>	<p>LDM Agreement Signatory Parties</p>	<p>High</p>	<p>Ongoing</p>

# Priority Area 2:

## Family Health, Safety & Wellbeing

The objectives for improving the quality of support services available on the Tiwi Islands that meet the needs of families and children are to provide access to high-quality, culturally appropriate services that are responsive to the needs of the community. This involves improving service coordination and communication, promoting community engagement and participation, and ensuring that services are delivered in a safe and respectful manner. The goal is to create a system of care that is effective, efficient and meets the unique needs of the Tiwi communities. By achieving these objectives, families and children can receive the support they need to thrive and the community can become stronger and more resilient.

Initiatives	Our Measures of Success	Our Partners	Priority	Timeframe
<p><b>Establishment of Child &amp; Family Centre (CFC)</b></p> <ul style="list-style-type: none"> <li>Support the ongoing development and construction of the CFC in Wurrumiyanga.</li> </ul>	<ul style="list-style-type: none"> <li>✓ % Project Milestones Met (as per detailed project plan)</li> <li>✓ Budget Plan Versus Actual Costs</li> <li>✓ Project completion and handover</li> </ul>	RMO, CM&C, CAAPS, NIAA, TIRC, TLC, OTL	High	2025
<p><b>Mantiyupwi CFC Service Delivery</b></p> <ul style="list-style-type: none"> <li>Develop and implement a local workforce strategy that builds local skills and capabilities and increases the number of local people employed to deliver CFC programs and services over time.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Number of local Tiwi people employed in the CFC</li> <li>✓ Number of programs and services delivered by Mantiyupwi and other local community-controlled service providers</li> <li>✓ Evaluation of service delivery performance and community health and wellbeing outcomes completed annually</li> <li>✓ Community &amp; Client Feedback – Survey results demonstrating % Satisfaction for CFC services</li> </ul>	RMO, CM&C, NIAA, NT Health, TFHC, TITEB, NT Catholic Care, CAAPS	High	2024 – 2028
<p><b>Feeding Our Families Program</b></p> <ul style="list-style-type: none"> <li>Facilitate input from relevant community and government stakeholders to support the establishment of a Feeding Our Families Program.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Number of Families participating in the program</li> <li>✓ Increase availability of breakfast programs, cooking projects AAls</li> <li>✓ Reduction in incidents of family &amp; domestic violence</li> </ul>	DITT (Agriculture & Fisheries), NTBIC, TR, TITEB	High	H1 2024 – Development H2 2024 & Ongoing Implementation

Initiatives	Our Measures of Success	Our Partners	Priority	Timeframe
<p><b>Community Infrastructure Facility Development &amp; Upgrades, including Swimming Pool, BMX Track, Playground &amp; Waterpark for Wurrimiyanga community</b></p> <ul style="list-style-type: none"> <li>• Provide input into collaborative planning and prioritisation of future community facilities development and upgrades in Wurrimiyanga, including an advocacy role to support the securing of project funding. describing LDM outcomes and providing updates on the status of key projects</li> </ul>	<ul style="list-style-type: none"> <li>✓ Annual review and input into capital project planning for Wurrimiyanga community</li> <li>✓ Number of projects with funding secured for project delivery</li> <li>✓ Project completion and handover</li> <li>✓ Level of utilisation of new community facilities and participation levels for programs conducted at these facilities</li> </ul>	TIRC, NIAA, TFHC, Catholic Education	Medium	2025
<p><b>Healing Centre Outreach Programs (including Pika)</b></p> <ul style="list-style-type: none"> <li>• Explore opportunities and best practice service delivery models to support health and wellbeing programs delivered on-Country, including assessment of Pika as a potential site.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Feasibility study completed and project plan developed</li> <li>✓ Number of Tiwi people participating in on-Country health and wellbeing programs</li> </ul>	NT Health, TFHC, NIAA, CM&C, TIRC, Mamanta Outreach, TLC	Medium	2025
<p><b>Strategy Co-Design for Gambling, Family Violence, Cost of Living and Youth Diversion</b></p> <ul style="list-style-type: none"> <li>• Proactively encourage and support Mantiyupwi participation in the co-design of new policy and place-based strategies to address social issues relevant to Wurrimiyanga and the broader Tiwi Islands.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Active participation of at least 2 Mantiyupwi Board Members in the co-design engagement processes for Government policies and strategies affecting Mantiyupwi / Tiwi Islands</li> </ul>	Tiwi Leaders Forum, CMC, NIAA, PFES, TFHC, CDU	High	2024 - 2028



# Priority Area 3: Healthy Homes

Addressing housing issues in our community is important for the health and wellbeing of the Mantiyupwi people because housing is a basic human need. Poor housing conditions can lead to physical and mental health problems, which can have long-term consequences. By addressing housing issues, such as overcrowding and inadequate infrastructure, the Mantiyupwi people can improve their living conditions and promote better health outcomes. Additionally, improved housing can provide a sense of security and stability, which is important for mental health and overall wellbeing.

Initiatives	Our Measures of Success	Our Partners	Priority	Timeframe
<p><b>Planning for Construction of New Housing &amp; Additional Living Spaces</b></p> <ul style="list-style-type: none"> <li>Implement engagement processes that ensures Mantiyupwi are proactively engaged during the early planning and in project delivery phases of NTG Housing Programs for Wurrimiyanga</li> <li>Explore and develop options for on-country housing at Paru as part of future housing plans for Wurrimiyanga community.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Attendance of TFHC representative at Mantiyupwi Board Meeting (at least one meeting each year) to discuss details for current NTG Housing Programs planned for Wurrimiyanga</li> <li>✓ Number of new houses built, renovations and housing extensions completed against plan</li> <li>✓ Reduction in issues of overcrowding</li> <li>✓ Housing options for Paru considered, and where feasible, future development plans established</li> </ul>	<p>DIPL, TFHC, NIAA, Mantiyupwi P/L</p>	<p>Medium</p>	<p>2024 - Ongoing</p>
<p><b>Wurrimiyanga Housing Reference Group</b></p> <ul style="list-style-type: none"> <li>Proactively encourage and support Mantiyupwi ongoing participation in the Wurrimiyanga Housing Reference Group.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Continued active participation of 2 Mantiyupwi Board Members in Housing Reference Group meetings</li> </ul>	<p>TFHC, Mantiyupwi P/L</p>	<p>Medium</p>	<p>Q1 2024</p>
<p><b>Home Clean-up Program</b></p> <ul style="list-style-type: none"> <li>Engage with CDP to progress the re-establishment of a Home Clean-Up Program</li> </ul>	<ul style="list-style-type: none"> <li>✓ Re-establishment of Home Clean-Up Program and project plan developed</li> <li>✓ Number of home visits conducted against project plan</li> <li>✓ Evaluation and annual reporting of Home Clean-Up Program outcomes</li> </ul>	<p>TITEB (CDP), TIRC, TFHC</p>	<p>Medium</p>	<p>Annually 2024 - 2028</p>

# Priority Area 4: Healthy Country

For the Mantiyupwi people, Healthy Country means protecting and preserving the land, waters, plants and animals. This involves following cultural practices that have been passed down for generations, such as burning the land to promote new growth, and protecting important cultural areas. It also means working to prevent environmental impacts through implementation of feral animal management programs. Maintaining access for families is central to the Mantiyupwi people’s cultural identity and is critical for maintaining the health and wellbeing of our community, both now and for future generations.

Initiatives	Our Measures of Success	Our Partners	Priority	Timeframe
<p><b>Management of Coastal Erosion</b></p> <ul style="list-style-type: none"> <li>Develop a plan to address current coastal erosion along the foreshore of Wurrumiyanga, in particular, potential risks for impacts to cemetery and future land development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Detailed assessment of coastal erosion risks completed and management plan developed (including specific strategies to address concerns regarding potential impact on cemetery)</li> <li>Management Plan reviewed and updated annually, including report on the effectiveness of current mitigations</li> </ul>	TIRC, DITT, OTL, TLC, Mantiyupwi P/L	High	2024 – 2025 Investigations & Planning
<p><b>Development of a Junior Rangers Program</b></p> <ul style="list-style-type: none"> <li>Establish a Junior Rangers Program for Mantiyupwi Country that facilitates engagement of young people in land and sea management activities and creates awareness of pathways for school-to-work ranger opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Establishment of Junior Rangers Program and project plan developed</li> <li>Number of young people actively engaged in Junior Ranger activities reported in Year 1 (Target 10 students), with aim for year-on-year increase in levels of participation</li> <li>Number of student graduates moving into ranger / land and sea management employment and training programs</li> </ul>	TLC, Schools, TR, TITEB, Xavier College, Tiwi College, NIAA	Medium	2024 – Development Ongoing - Implementation





Initiatives	Our Measures of Success	Our Partners	Priority	Timeframe
<p><b>Facilitate improved access to Country for Mantiyupwi families and the broader Tiwi Island communities</b></p> <ul style="list-style-type: none"> <li>• Participate in discussions with Government and relevant community stakeholders to review and implement a sustainable</li> <li>• Identify and investigate options for the development of a feasible transport service for Families wanting to access Country for bush holidays.</li> <li>• Identify and prioritise road and track upgrades required to enable improved access to Country and consider inclusion of these works as part of annual road upgrade programs</li> </ul>	<ul style="list-style-type: none"> <li>✓ Increasing number of families / family members visiting Country for fishing, camping, and hunting on bush holidays</li> <li>✓ Number of families utilising transport services offered</li> <li>✓ Reduced cost for families to access transport services</li> </ul>	<p>TLC, TIRC, Clan Groups, TLF, NIAA, TITEB, TR, DIPL, Pumulayu CFC</p>	<p>High</p>	<p>Q4 2023 – Options Analysis 2024 – Implementation</p>



# Priority Area 5: Education

Initiatives	Our Measures of Success	Our Partners	Priority	Timeframe
<p><b>Establish a Tiwi Island Education Forum</b></p> <ul style="list-style-type: none"> <li>Support the facilitation of a collaborative forum that brings together key personnel from each of the school campuses to discuss and address issues of mutual interest, including but not limited to, sharing curriculum, school-to-work strategies, strategies to improve school attendance, evaluation, and community reporting on education outcomes for Tiwi children.</li> <li>Consider the formal establishment of a Tiwi Islands Education Authority as an outcome of the initial Forum.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved collaboration between Tiwi Island campuses</li> <li>✓ Establishment of Education Forum that meets at least bi-monthly with active participation of all school campuses</li> <li>✓ Improved transparency and reporting for families and communities related to education outcomes for Tiwi children</li> </ul>	TIRC, DITT, OTL, TLC, Mantiyupwi P/L	Medium	H2 2024
<p><b>Education Engagement and Attainment Initiatives</b></p> <ul style="list-style-type: none"> <li>Support the implementation of current school attendance programs and actively participate in program evaluation and reviews to ensure ongoing strategies are identified to achieve improved educational outcomes for young people.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Attendance baseline established for all school campuses</li> <li>✓ Improve attendance levels by 20% over 4 years (target of 5% improvement each year)</li> <li>✓ Evaluation and reporting on the effectiveness of school attendance programs completed annually and presented to Tiwi Island Education Forum</li> </ul>	NIAA, DoE, and Other School Campuses	High	2024 – 2028 Ongoing
<p><b>School to Work Pathways</b></p> <ul style="list-style-type: none"> <li>Develop and implement a school-to-work pathways strategy that is community-led through a partnership approach between government, schools, TLF, and local businesses.</li> <li>Undertake community job profile mapping project to document current and future jobs so that this information can be used to support the development of education and training strategies.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establish baseline for Tiwi student post-schooling outcomes</li> <li>✓ Number of students transitioning into employment or further training following completion of schooling</li> <li>✓ Number of students participating in annual work experience programs</li> <li>✓ Community job profile updated bi-annually and distributed to relevant community and government stakeholders</li> </ul>	DoE, TITEB, NIAA (CDP), CM&C, TLF, Mantiyupwi P/L	Medium	H2 2024



# Priority Area 6: Economic Development

For Mantiyupwi people, a strong local economy means having more opportunities to create jobs and generate income for themselves and their families. This can be achieved through developing local businesses, such as cultural tourism, commercial seafood operations and delivery of child and family services that are sustainable and aligned with cultural values and the needs of communities. A strong local economy also means having more control over our economic future and being less reliant on outside factors beyond our control. A strong local economy can help Mantiyupwi people and our communities maintain and strengthen our culture, while also improving our quality of life.

Initiatives	Our Measures of Success	Our Partners	Priority	Timeframe
<p><b>Local Workforce Development &amp; Participation</b></p> <ul style="list-style-type: none"> <li>Development and implementation of a local workforce development strategy focussed specifically on housing construction and maintenance (increasing local trade capabilities) and CFC Service Delivery (increasing local staffing of CFC roles)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establish baseline for number of local Tiwi trade qualified people</li> <li>✓ Increased number of local trade qualified people working on housing related work (target to be established following establishment of baseline)</li> <li>✓ Increased number of local people employed in CFC operations and service delivery</li> </ul>	DITT, NIAA, TITEB, RMO, DIPL	High	2024 – 2028
<p><b>Tiwi Islands Buffalo / Abattoir Processing Operations</b></p> <ul style="list-style-type: none"> <li>Undertake a detailed feasibility study to establish a Tiwi Islands Buffalo and Abattoir Processing Operation that supports Mantiyupwi social programs such as Feeding Our Families Program.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Completion of feasibility study and business plan established to progress business development opportunities where feasible</li> </ul>	DITT, NTBIC, TLF, TLC, TITEB, Food Bank	High	2024 – 2025
<p><b>Commercial Seafood Operations</b></p> <ul style="list-style-type: none"> <li>Support Fish Trap &amp; Oyster Farm trials and plan transition arrangements to ongoing operations where these are determined to be viable ongoing operations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Transition of pilot projects to ongoing operations where feasible</li> <li>✓ Number of local people employed on these projects</li> <li>✓ % Local Tiwi participation in operations workforce</li> </ul>	DITT, TIRC, TLC	Medium	2025





Initiatives	Our Measures of Success	Our Partners	Priority	Timeframe
<p><b>Cultural Tourism &amp; Wurrumiyanga Tourism Precinct</b></p> <ul style="list-style-type: none"> <li>• Continue to support the development of local tourism projects that promote the culture and history of Wurrumiyanga and the Tiwi Islands</li> </ul>	<ul style="list-style-type: none"> <li>✓ Establish baseline for annual visitation to Wurrumiyanga</li> <li>✓ Visitor feedback on Wurrumiyanga cultural tourism experiences</li> <li>✓ Number of local Tiwi people employed in cultural tourism programs and services</li> <li>✓ Improved visual amenity of foreshore areas</li> </ul>	<p>DIPL, TIRC, TLC, DITT, NIAA</p>	<p>Medium</p>	<p>2024 – 2028</p>
<p><b>Mantiyupwi Land Development Opportunities</b></p> <ul style="list-style-type: none"> <li>• Identify and develop opportunities to secure office space and staff accommodation to support Mantiyupwi enterprise growth.</li> <li>• Establish plans and secure support to continue to improve road infrastructure that connects families with Country (particularly in relation to connection to Mantiyupwi Country on Melville Island)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improved housing availability to support Mantiyupwi growth projects.</li> <li>✓ Improved condition of access to Mantiyupwi Country</li> <li>✓ Number of families accessing Mantiyupwi Country during bush holidays</li> </ul>	<p>OTL, TIRC, TLC, DIPL, DITT</p>	<p>Medium</p>	<p>2024 – 2028</p>







