

**Ingkerreke Services
Aboriginal Corporation
Local Decision Making
Agreement**

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1. Context

- a. On 8 June 2018, when announcing that the Northern Territory (NT) Government had signed a Memorandum of Understanding with the four NT Land Councils to advance a Treaty for the NT, the then Chief Minister made a speech at the Barunga Festival in which he said:
 - i. "This is our historic Local Decision Making agenda, which we've already begun, and which I believe can serve as a kind of seed from which treaties can grow and flower";
 - ii. "Ultimately, this means the NT Government giving up decision making power to communities in areas like housing, education, justice, local government, health and looking after kids";
 - iii. "I'm also agreeing with communities that with control comes responsibility"; and
 - iv. "So I'm saying to the Departments, this is non-negotiable. The old way is finished. At the pace communities are comfortable, the Government is ceding decision-making power back to where it belongs, the communities".
- b. After discussion between both parties, in early 2022 the NT Government and Ingkerreke Services (Ingkerreke) agreed to commence Local Decision Making Agreement (LDM) negotiations, under the NT Government's LDM Policy, with formal negotiations commencing in August 2022.
- c. The NT Government recognises that LDM is strengthened by the principle of self-determination for Aboriginal communities and seeks to transition services and programs to community control where appropriate and desired.
- d. Ingkerreke recognises that LDM is the NT Government's 10 year plan that seeks to return local decision making to Aboriginal communities by empowering Aboriginal people to determine service delivery models that work best for their community and region, and that a Local Decision Making Agreement will allow Ingkerreke and the NT Government to be working on the same page, in full partnership, toward mutually agreed outcomes.
- e. In the LDM Agreement negotiation process Ingkerreke has openly celebrated its long history and cultural strengths. Established by Elders, Ingkerreke have identified the need for the LDM Agreement to capture its role as a representative body for the active founding homelands, and to stay true to the vision of the old people who set up Ingkerreke when thinking about the long-term future and the LDM Agreement.
- f. Similarly, the NT Government has acknowledged the challenges it faces in delivering quality services that meet the needs of Aboriginal communities, the complexities faced by Aboriginal communities in engaging with Government, and acknowledges the strengths that Ingkerreke can bring when partnering with Government effectively through a LDM Agreement.
- g. Both parties acknowledge there are risk in coming together in true partnership, and trust and relationship building is required to deliver this agreement, and both parties must commit to managing and mitigating risks and challenges openly and transparently.
- h. In defining its LDM aspirations, Ingkerreke's Board of Directors undertook a strategic review, and updated its vision, mission, values and strategic goals so Ingkerreke could clearly state Corporation's focus for the future, and be clear with the NT Government on the outcomes it seeks to achieve for its members and community.
- i. Ingkerreke are very clear that its LDM Agreement with the NT Government must be founded in a shared commitment to long term trust and partnership, that will be demonstrated in times where things are working well, but even more importantly be held together firmly when there are challenges being faced by homelands, Ingkerreke and Governments alike.

2. Vision

- a. In signing this Agreement, Ingkerreke and the NT Government commit to working in partnership to ensure Ingkerreke's role as a representative body for its active founding homelands is legitimised through improved engagement and coordination of services; and Ingkerreke's role as a service provider to remote homelands in Central Australia contributes to improved policy, service delivery, outcomes, quality of life and sustainability for all homelands they service.

3. Objectives

- a. Representation and cultural strengths – Ingkerreke's cultural strengths and representation of its active founding member homelands will be formalised through partnerships, collaboration, engagement, decision making and / or service delivery.
- b. Shared Authority – NT Government agree to share authority with Ingkerreke across identified priority areas to enable community control through genuine engagement, empowerment and localised decision making.
- c. Outcomes for homelands – both parties commit to working in genuine partnership to ensure community empowerment in designing policy, programs, service delivery models and outcomes for remote homelands.
- d. Sustainable future – supporting Ingkerreke to build its capability to contribute to a sustainable and stronger future for its active founding homelands, and all homelands that Ingkerreke services.

4. Commitments and Guiding Principles

- a. In signing this agreement, the Chief Minister warrants that all relevant NT Government Agencies have been consulted in the development of this agreement. The Chief Minister also warrants that relevant Agencies have endorsed the agreement and that the Cabinet of the NT Government has agreed the terms and conditions of this Agreement and its Schedules.
- b. In signing this agreement, Ingkerreke Board of Directors has endorsed this Agreement and have consented to Ingkerreke entering into the agreement.
- c. The NT Government is committed to partnering with Ingkerreke in a meaningful way to determine the necessary steps and processes to achieve local service delivery and control in priority service delivery areas contained in Schedule 2.
- d. Ingkerreke agrees to participate in, lead and guide its responsibilities under the Local Decision Making Agreement and each Implementation Plan.
- e. The NT Government and Ingkerreke agree that they will adhere to the following specific principles when undertaking any work in accordance with this Agreement:
 - i. Community-focused – commitment to always engaging with remote homelands and working toward the best possible outcomes for people living on homelands and remembering the vision of the old people to make homelands strong and sustainable for future generations.
 - ii. Working together – creating a shared space that is safe, transparent, open, and collaborative, where difficult conversations can be discussed, respect is maintained and there is a focus on creating an equal balance of power and resolving issues.
 - iii. Trust and partnership – being accountable and sharing responsibility through defined protocols, shared governance, partnerships, communication and risk identification and management.
 - iv. Shared responsibility – commitment to supporting agreed LDM priorities and implementation plans at all times, celebrating successes together and working together

to address challenges, including a process for jointly responding to challenges and critical incidents when required.

- f. Resourcing and long-term commitment – recognition that the achievement of LDM priorities and associated Implementation Plans will span beyond terms of Governments and Boards, therefore shared responsibility, resourcing, and long-term commitment will be core principles of success.
- g. Ingkerreke commit to participation in any current and future Aboriginal governance models, local and regional development activities, and consultation and collaboration efforts to improve outcomes for Ingkerreke, its member homelands and any homelands Ingkerreke supports, particularly those that arise out of this and other LDM Agreements that may emerge in the region.

5. Stakeholder engagement

- a. The NT Government and Ingkerreke acknowledge the importance of constructive and ongoing engagement with key stakeholders impacted by this Agreement.
- b. Key stakeholders include:
 - i. Ingkerreke members and residents of the active founding homelands;
 - ii. Aboriginal organisations and businesses involved in providing key services to Aboriginal people in remote homelands, particularly those delivering services to the active founding homelands;
 - iii. Commonwealth Government;
 - iv. Central Land Council;
 - v. Regional Councils;
 - vi. Other service providers or businesses providing key services to Aboriginal people in remote homelands, particularly those delivering services to the active founding homelands;
- c. By agreement, Ingkerreke and the NT Government will invite these stakeholders to participate in and / or have input into the development of relevant Implementation Plans, and associated agreed implementation activities, where collaboration will lead to stronger outcomes.
- d. Ingkerreke and the NT Government also commit to working with other key stakeholders identified during the life of the Agreement that are operating in the active founding homelands, and homelands that Ingkerreke service through contractual arrangements, where collaboration will lead to stronger outcomes.
- e. Ingkerreke and the NT Government acknowledge the following in respect of one of the members, Apmwerre (Blacktank Bore).
 - i. Apmwerre are a member of Ingkerreke but are not currently active and do not have any representation on the Ingkerreke Board.
 - ii. Ingkerreke are not currently providing any services to Apmwerre outstation.
 - iii. Apmwerre have commenced discussions with NTG in respect of an LDM and may enter into a separate LDM.

6. Process

- a. The Department of the Chief Minister’s Regional Executive Director for Central Australia, assisted by more senior agency representation as required, will coordinate the advancement of this Agreement including formal meetings with Ingkerreke.

- b. Ingkerreke and the NT Government agree to follow the processes in Schedule 1 which include monitoring and reviewing arrangements and key dates.
- c. NT Government agencies with responsibility for key priority areas in Schedule 2 will nominate informed representatives with appropriate decision-making authority, who will attend and actively participate in planning and implementation responsibilities.
- d. Ingkerreke will nominate representatives who will attend and actively participate in LDM Agreement and key priority area planning and implementation meetings for the life of the Agreement, including agreed primary contact or contacts in Schedule 1 for the purpose of NT Government communication.
- e. Ingkerreke will ensure processes are in place to regularly update and receive feedback from members, stakeholders, interested families and community members.
- f. Ingkerreke will report back to the NT Government with honest and direct feedback about issues raised by stakeholders.
- g. Ingkerreke has identified priority areas, the outcomes sought, proposed service delivery model and Ingkerreke commitments to assist the achievement of the outcomes in Schedule 2.
- h. The NT Government has agreed to the priority areas, outcomes sought, and the proposed service delivery models as detailed in Schedule 2 and agrees to meet its stated commitments to support the advancement of each priority area set out in Schedule 2.
- i. The NT Government and Ingkerreke agree to negotiate Implementation Plans for each priority area, that will detail scope, stakeholders, roles, and responsibilities and use their best endeavours to agree to the detailed Implementation Plan by the 'Timeframe for Agreement of Implementation Plan' stated for each priority area in Schedule 2.
- j. The NT Government and Ingkerreke agree that the timeframes, scope, stakeholders, roles and responsibilities for each Implementation Plan may be adjusted by mutual agreement of the Ingkerreke and the NT Government for the life of the Agreement.
- k. The NT Government and Ingkerreke agree that all priority area planning and implementation will involve a process of active and agreed risk identification and mitigation management, and communication planning, including defining how risks and challenges will be managed in partnership, and any required communication protocols, in the process of planning, implementation and beyond.
- l. Once the NT Government and Ingkerreke have agreed on the Implementation Plan for each priority area, it will be included as a new Schedule and form part of this Agreement.
- m. Should new priorities emerge, or existing priorities be completed, Schedule 2 may be updated with the consent of the NT Government and Ingkerreke.
- n. The NT Government and Ingkerreke 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.

7. Maintaining the Partnership

- a. As detailed in Schedule 1, Ingkerreke and the NT Government will have regular Agreement level meetings to monitor the progress of this Agreement.
- b. To ensure currency of the relationship between the NT Government and the Ingkerreke, this Agreement will be periodically reviewed as specified in Schedule 1.
- c. Prior to the expiry of this agreement, Ingkerreke and the NT Government may agree to extend the term of this agreement by a further three years.
- d. Ingkerreke and the NT Government may vary this agreement at any time by agreement in writing by both parties.

- e. If there are service delivery areas that have not been sufficiently considered or new service areas of interest before the end of this Agreement, a new Agreement may be negotiated at a minimum of three months prior to this Agreement's end date.
- f. Ingkerreke and the NT Government will collaborate and negotiate respectfully, openly, honestly and in good faith in the spirit of building trust and a strong and lasting partnership.
- g. If issues arise around priority areas in this Agreement, the following process will take place:
 - i. the NT Government Regional Executive Director for Central Australia and, where necessary, senior officials of nominated Agencies, together with Ingkerreke representatives, will work to resolve the identified issues;
 - ii. for public matters, Ingkerreke and the NT Government will commit to following agreed risk and communication plan processes defined in each Implementation Plan, always displaying mutual respect and agreed partnership approaches regardless of the progress of the priority area implementation plan/s, or whether Ingkerreke or the NT Government has the majority or minority of the responsibility at the time of the issue being raised;
 - iii. if it is not possible to achieve a satisfactory outcome, the issue can be escalated, with the agreement of Ingkerreke, to relevant Agency Chief Executives or to the NT Government Chief Executives Coordination Committee;
 - iv. if the issues are still unable to be resolved, Ingkerreke may write to the Chief Minister and the Chief Executive Officer of the Department of the Chief Minister and Cabinet who will lead a dispute resolution process with relevant Agencies; and
 - v. if all reasonable attempts in this dispute resolution process fail in three (3) months Ingkerreke may opt to withdraw from the Agreement.

8. Implementation Framework (high level)

- a. The NT Government and Ingkerreke acknowledge that engaging Ingkerreke to deliver contracts, goods or services, or commitment to the long term transfer of responsibility to Ingkerreke for a service delivery area:
 - i. will recognise and meet regulatory, legislative and Commonwealth requirements;
 - ii. may need to take a staged approach to ensure a successful transition over a period of time;
 - iii. will be supported by agreed dedicated NT Government financial commitments and may include other agency support such as training, assets, in-kind assistance and other resources;
 - iv. will be captured in agreed Implementation Plans and, where appropriate, legally binding agreements between the Ingkerreke and the NT Government will only be entered into under required NT Government legal, policy and procedural requirements;
 - v. will be monitored and evaluated for progress and performance using a transparent, consultative and participatory approach that promotes the resolution of emerging issues as they arise; and
 - vi. will be viewed as a shared partnership responsibility through this Agreement.

9. Status of the Agreement

- a. Ingkerreke and the NT Government acknowledge that the provisions of this Agreement are not legally enforceable. However, that does not lessen the commitment of the parties to fully implement this agreement in a transparent, consultative, and accountable manner.

- b. Ingkerreke and the NT Government will capture the transfer of responsibility and control of agreed services and projects through formal contractual processes and arrangements that detail and give legal effect to the parties' decisions.
- c. The NT Government and Ingkerreke agree that upon signing, this Agreement (including all schedules) will be published on the websites of the parties and remain there until the Agreement comes to an end.
- d. The NT Government will arrange for a Ministerial Statement regarding the Agreement to be made in the Legislative Assembly and, if appropriate, table the Agreement and its schedules as soon as practicable following its execution.

10. Signing

This Agreement is executed by the Parties as a LDM Agreement.



Hon. Selena Uibo

Minister of Local Decision Making

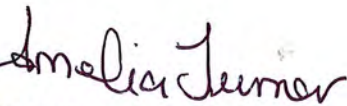
Date: 29/7/2024



Hon. Eva Lawler

Chief Minister

Date: 29/7/2024

Name: 

Amelia Turner

Director

Ingkerreke Services

Aboriginal Corporation

Date: 29/7/2024

Name: 

Evert Tomlins

Director

Ingkerreke Services

Aboriginal Corporation:

Date: 29/07/2024

Jozan Collins



Chief Executive Officer

Ingkerreke Services

Aboriginal Corporation

Date: 29/07/2024

Risk management and communication plans

Ingkerreke and the NT Government agree to develop risk management plans and communication plans for each priority area Implementation Plan, that will include but not be limited to:

- Risks and mitigation strategies, including roles and responsibilities of all parties
- Regular reviews of risks and mitigation strategies
- Communication plan (internal and external), including:
 - Spokespeople
 - Stakeholder analysis and engagement strategy
 - Communication protocols and approaches
 - Media and crisis management procedures
- Issue resolution process
- Any other identified risk management and communication plan requirements as agreed and identified by both parties for the life of the Implementation Plan.

Meeting protocols

LDM Agreement Meetings

LDM Agreement Meetings will be held at least quarterly, as agreed by the NT Government and Ingkerreke to monitor the progress of Agreement objectives and shared performance areas, with an agenda that will include but not be limited to:

- recording / reporting on agreed action items
- reporting on the progress of Agreement objectives and Implementation Plans
- discussion of any agreement-level matters that arise from time to time
- a review of the relationship between the parties
- major issues / areas for improvement

The meetings will be co-chaired between an Ingkerreke representative and the Regional Executive Director – Central Australia Region, Department of the Chief Minister

Both Ingkerreke and the NT Government co-chairs will invite a minimum of two additional representatives (a total of 3 representatives from each party) to attend meetings

A senior Commonwealth officer responsible for Indigenous Affairs in the region will also be invited to attend meetings.

Local Decision Making Agreement Meetings will work towards consensus decisions.

An interpreter will be made available should they be required.

Minutes will be taken at all meetings in English and circulated to all participants and apologies.

Action items from the meeting will form part of agenda items for next meeting, and the next meeting will receive updates on whether action items were completed and, if not, what further action is required.

Any changes required for Implementation Plans are agreed and recorded at these meeting, and necessary changes are made and communicated to Implementation Plan representatives, and to any publicly available information.

Implementation Plan Meetings

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The parties will hold Implementation Plan Meetings for each Schedule 2 priority as often as is required to adequately develop and implement the Implementation Plans under this agreement, with an agenda that includes but is not limited to:

- recording / reporting on agreed action items
- Review of Implementation Plan items and progress
- Review of the relationship between the parties
- Review of risks and associated mitigation measures and their effectiveness
- Major issues / areas for improvement

Ingkerreke and the NT Government will nominate a lead representative for each Implementation Plan.

The NT Government representative or delegate will be responsible for organising Implementation Plan Meetings, inviting Ingkerreke representatives, other responsible NT Government Agencies and other agreed stakeholders.

Meetings will be conducted in English with an interpreter available should they be required.

The nominated NT Government and Ingkerreke representatives (or delegates) will attend every meeting.

The senior Commonwealth officer responsible for Indigenous Affairs or their delegate will also be invited to attend meetings where required.

Implementation Plan meetings will work towards consensus decisions.

Minutes will be taken at all meetings in English and circulated to all participants and apologies.

Action items from the meeting will form part of agenda items for next meeting, and the next meeting will receive updates on whether action items were completed and, if not, what further action is required.

Any changes required for Implementation Plans will be agreed and recorded, and necessary changes will be made and communicated to LDM Agreement Meeting representatives. Changes to any publicly available information is made in line with agreed communication plan.

Milestones and Performance

Each Implementation Plan to deliver the outcomes for each of the priority area in Schedule 2 will include a work plan that has key performance indicators and milestones.

As set out in Schedule 2, the Timeframe for Agreement of Implementation Plan for each LDM priority is within six months from the date of signing the LDM Agreement.

Monitoring and Evaluation

NT Government and Ingkerreke agree that a concise monitoring report will be developed and referenced in both parties annual reports and included on the websites of the Department of the Chief Minister and Cabinet and Ingkerreke which are tabled in the NT Legislative Assembly and Federal Parliament respectively.

The monitoring report will:

- be prepared and agreed jointly; and
- include information on the progress against the Implementation Plan and milestones therein.

An evaluation of the extent to which the vision, objectives and outcomes of this agreement including the schedules have been achieved will form the basis of the review proposed at each 3 year point.

The evaluation will:

- be conducted by independent experts following a competitive tender process;
- funded on a 50/50 basis by the NT Government and Ingkerreke;
- have a strong focus on obtaining and evaluating the views of recipients of services and agreed stakeholders; and
- be published.

Comprehensive Implementation Plans in relation to each of the Local Decision Making priorities will define the full scope and be negotiated to support achieving the agreed outcomes and added to this agreement as additional schedules.

Ingkerreke have identified two priority areas for Local Decision Making:

- Priority Area 1 – Develop our founding member homelands through being formally recognised as their representative body, and improve engagement, service delivery coordination, service delivery outcomes and advocacy.
- Priority Area 2 – Deliver municipal services and infrastructure projects and provide advocacy and support to improve sustainability and quality of life for homelands Ingkerreke supports across Central Australia.

Ingkerreke and the NT Government have also recognised the following capacity and capability enablers that will be critical for NT Government, and other partners to the Agreement, to continuously support over the life of the Agreement. These enablers are critical success factors for the achievement of short, medium and long term goals across each priority area:

- Strong relationships and partnerships with Government and key stakeholders
 - Member engagement
 - Collaborative partnerships
 - Advocacy on policy, program and service delivery matters impacting on homelands
- Increase training, employment, economic and professional development opportunities for Aboriginal people on homelands:
 - Professional development and training programs embedded across the organisation
 - Economic, training and employment opportunities for Aboriginal people on homelands are identified and supported
 - Partnerships are in place with employment and training stakeholders and programs to achieve long term outcomes
- Improved performance through implementing strong governance, professionalism, processes and systems:
 - Integrated systems are identified and implemented to support operational and service delivery outcomes
 - Growing board and organisation governance capacity and leadership
 - HR Management systems, internal HR policies and processes

NTG Role and Responsibilities across each priority area (NTG roles and responsibilities to be worked through when developing implementation plan)

Priority Area 1 – Develop our active founding member homelands through being formally recognised as their representative body, and improve engagement, service delivery coordination, service delivery outcomes and advocacy.

Outcome area	Responsible NTG Agency	Role
As the lead representative body for the active founding homelands, Ingkerreke is formally recognised and supported as the lead organisation to engage with and support the coordination of engagement and services into homelands.		
Ingkerreke is engaged on all policy, program and service delivery matters impacting the active founding homelands through collaboration, communication and advocacy.		
Ingkerreke will deliver and provide exceptional service delivery of municipal and essential services, housing repairs and maintenance and infrastructure projects to the active founding homelands.		
Services and projects delivered in the active founding homelands are developed in accordance with community needs, based on community informed design principles, and are supported by appropriate processes, systems and long-term sustainable funding.		
Agreed services that Ingkerreke provides to the active founding homelands are eventually reviewed and reformed to an Ingkerreke-led service delivery model through this LDM Agreement.		

Priority Area 2 – Deliver municipal services and infrastructure projects and provide advocacy and support to improve sustainability and quality of life for homelands Inggerreke supports across Central Australia. (NTG roles and responsibilities to be worked through when developing implementation plan)

Outcome area	Responsible NTG Agency	Role
<p>Inggerreke is considered a valued service provider to many homelands across Central Australia, and a key service provider with expert knowledge of remote service delivery and infrastructure projects.</p>		
<p>Inggerreke Services is recognised for its role in advocating for, representing, supporting and delivering services and projects to additional homelands when these homelands request Inggerreke’s support or when projects require Inggerreke’s expertise</p>		
<p>Inggerreke provides efficient and effective solutions, capacity building and support based on expertise, workforce skills and long term experience as a homeland service provider and advocacy group.</p>		
<p>Inggerreke Services is engaged as a key stakeholder with an understanding of the needs of remote homelands in Central Australia, and is engaged by the NT Government to inform policy, programs and services that impact on remote homelands in Central Australia.</p>		
<p>Services and projects delivered in remote homelands that Inggerreke supports in Central Australia are developed in accordance with community needs, based on community informed design principles, and are supported by appropriate processes, systems and long-term sustainable funding.</p>		
<p>Agreed services and projects that Inggerreke delivers to other homelands in Central Australia are eventually reviewed and reformed to an Inggerreke-led service delivery model through this LDM Agreement.</p>		

Schedule 2

Local Decision Making Priority Areas

Schedule 2 lists the priority service delivery areas that are agreed by the NT Government and Ingkerreke to be working toward over the next seven (7) years.

For each priority it contains:

- background (if applicable);
- the outcome sought;
- the approach;
- the NT Government's commitments;
- Ingkerreke's commitments; and
- Timeframe for Agreement of Implementation Plan.

Priority Area 1 - Develop our active founding member homelands through being formally recognised as their representative body, and improve engagement, service delivery coordination, service delivery outcomes and advocacy

Outcomes sought

As the lead representative body for the active founding homelands, Ingkerreke is formally recognised and supported as the lead organisation to engage with and support the coordination of services into homelands.

Ingkerreke is engaged on policy, program and service delivery matters impacting the active founding homelands through collaboration, communication and advocacy.

Ingkerreke will deliver and provide exceptional service delivery of municipal and essential services, housing repairs and maintenance and infrastructure projects to the active founding homelands.

Services and projects delivered in the active founding homelands are developed in accordance with community needs, based on community informed design principles, and are supported by appropriate processes, systems and long-term sustainable funding.

Agreed services that Ingkerreke provides to the active founding homelands are eventually reviewed and reformed to an Ingkerreke-led service delivery model through this LDM Agreement.

Background

Ingkerreke Services was formed in 1985 to ensure Aboriginal people could remain on their homelands to maintain connection to their culture and customs whilst also participating in the remote economy including tourism, caring for country and horticulture.

Funding for services into the founding homelands has not achieved the desired outcomes of the founding members when it was first established. Lack of empowerment, control and contribution into the design of services from community members and Ingkerreke into services that impact them results in inferior outcomes and does not achieve quality of life and sustainable infrastructure on homelands.

The process to provide more flexible funding to Ingkerreke for these key activities needs to be considered, transparent, enduring and implemented in a manner that creates a stronger return on overall investment, and improves living conditions and outcomes for residents on these outstations.

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The approach

The NT Government and Ingkerreke will set out an Implementation Plan that commits both parties to a set of principles and responsibilities to drive improved service delivery outcomes in the founding outstations. This approach will define both parties role in the design and delivery of these services, including mechanisms for feedback and issue resolution.

Ingkerreke and the NT Government will undertake extensive consultations with founding homeland members, and key identified local and regional stakeholders to obtain their input into the proposed Implementation Plan.

Ingkerreke and the NT Government will work together to consider the pathway to a more flexible long term funding models to ensure investment provides core services that meet the needs of the community.

In recognition of Ingkerreke being the key representative body for the founding homelands, the NT Government will recognise and promote Ingkerreke's role as a key governance structure that needs to be engaged on policy, program and service delivery matters impacting on the active founding homelands.

In addition, the NT Government will work with Ingkerreke to ensure all contractors and projects delivered in the active founding homelands are coordinated and communicated through Ingkerreke to realise efficient service delivery across the founding homelands and achieve effective communication and engagement with homelands residents.

Ingkerreke and the NT Government will commit to managing issues, risks and challenges openly and transparently through agreed approaches defined in the Implementation Plan.

Broader Central Australia opportunities related to the active founding homelands will be assessed and analysed in partnership between Ingkerreke and the NT Government, Commonwealth and other identified sectoral partners.

NT Government commitments

Support partnership and governance approaches for improved service delivery to founding homelands with all issues managed transparently to resolution. This includes empowerment to define and achieve outcomes for founding homelands.

Support Ingkerreke Services to improve governance, representation, systems, processes and capability around service delivery.

Support Ingkerreke Services to facilitate jobs on the homelands through aligning NT Government programs, investment, training and capacity building to Ingkerreke's strategic outcomes.

Commit to ongoing engagement and communication with Ingkerreke to build trust, true partnership and empowerment of the active founding homelands through the LDM Agreement.

Commit to reviewing and reforming existing funding and service delivery models for founding homelands in line with the principles and approach of this agreement.

Ingkerreke Services Commitments

Ingkerreke will commit to openly engaging in the process of the design of the Implementation Plan and commit to participating in all agreed approaches to achieve the vision of the old people to make the active founding homelands strong and sustainable for future generations.

Ingkerreke Services will finalise and implement their organisational review including a new strategic plan in line with the key strategic priorities agreed in the LDM.

Ingkerreke will partner with the NT Government throughout the process to lead and contribute to scope, analysis, engagement, planning and actively meet and support any identified requirements raised in the Implementation Plan process, to support outcome driven funding as agreed in the Implementation Plan.

Ingkerreke will implement improved governance arrangements and systems around service delivery to ensure enhanced coordination, engagement and communication to the founding homelands.

Ingkerreke will focus on training and employing local Aboriginal people and creating jobs in homelands to facilitate participation in the remote economy.

Ingkerreke recognise that they will need to demonstrate capacity and capability to support reviews and reform of funding and service delivery models. This will be achieved through demonstration of good practice to drive good policy, and deliver well designed, quality service delivery models, based on an evidence-based methodology.

Timeframe for Agreement of Implementation Plan

Within six months of signing of the LDM Agreement

Priority Area 2 – Deliver municipal services and infrastructure projects and provide advocacy and support to improve sustainability and quality of life for homelands Ingkerreke supports across Central Australia.

Outcomes sought

Ingkerreke is considered a valued service provider to many homelands across Central Australia, and a key service provider with expert knowledge of remote service delivery and infrastructure projects.

Ingkerreke Services is recognised for its role in advocating for, representing, supporting and delivering services and projects to additional homelands when these homelands request Ingkerreke's support or when projects require Ingkerreke's expertise.

Ingkerreke provides efficient and effective solutions, capacity building and support due to expertise, workforce skills and long-term experience as a homeland service provider and advocacy group.

Ingkerreke Services is engaged as a key stakeholder with an understanding of the needs of remote homelands in Central Australia and is engaged by the NT Government to inform policy, programs and services that impact on remote homelands in Central Australia.

Services and projects delivered in remote homelands that Ingkerreke services in Central Australia are developed in accordance with community needs, based on community informed design principles, and are supported by appropriate processes, systems and long-term sustainable funding.

Agreed services and projects that Ingkerreke delivers to other homelands in Central Australia are eventually reviewed and reformed to an Ingkerreke-led service delivery model through this LDM Agreement.

The approach

The NT Government and Ingkerreke will set out an Implementation Plan that commits both parties to a set of principles and responsibilities to drive improved service delivery outcomes in the founding outstations. This approach will define both parties role in the design and delivery of these services, including mechanisms for feedback and issue resolution.

Ingkerreke and the NT Government will engage with all homelands where services are delivered by Ingkerreke, and key identified local and regional stakeholders to obtain their input into the proposed Implementation Plan.

Ingkerreke and the NT Government will work together to consider the pathway to a more flexible long term funding models to ensure investment provides core services that meet the needs of the community.

Key considerations to inform this approach will include:

- Agreement from Ingkerreke Board on the service delivery model/s
- Efficiency of homelands service delivery based on expertise, systems and skills within Ingkerreke.
- Financial viability
- Sustainability of service delivery
- Available resources to deliver services (must not be at the expense of core services Ingkerreke in funded to deliver and provides to founding homelands through its constitution)
- Indirect outcomes such as jobs, training and skills development of local Aboriginal people.

NT Government commitments

Support partnership and governance approach for improve service delivery homelands Ingkerreke services with all issues managed transparently to resolution. This includes empowerment for Ingkerreke to inform service delivery arrangements.

Support Ingkerreke Services to improve systems, processes and capability around service delivery for homelands.

Support Ingkerreke development as a high performing outstation service provider by mapping out potential future opportunities across Central Australia.

Support Ingkerreke Services to facilitate jobs on homelands where services are delivered through funding, training and capacity building.

Commit to reviewing and reforming existing funding models for homelands Ingkerreke services in line with the principles and approach of this agreement.

Ingkerreke commitments

Ingkerreke will commit to openly engaging in the process of the design of the Implementation Plan and commit to participating in all agreed approaches to achieve greater service delivery outcomes for Aboriginal people in homelands.

Ingkerreke will commit to ongoing engagement of homelands in the design and delivery of services.

Engage and support Aboriginal people into economic, training and employment opportunities stemming from the achievement of outcomes under the Implementation Plan.

Ingkerreke will continue to represent its members however may also represent and advocate on behalf of other homelands members where appropriate through supporting and collaborating with all existing service providers delivering homeland services.

Timeframe for Agreement of Implementation Plan

Within six months of signing of the LDM Agreement

High level implementation plans by priority

The below tables demonstrate high level implementation priorities for Ingkerreke at the time of negotiating the LDM Agreement, and Ingkerreke acknowledge these will be reviewed in full, and will be subject to change, during the Implementation Planning process for each priority area.

Priority Area 1 - Develop our active founding member homelands through being formally recognised as their representative body, and improve engagement, service delivery coordination, service delivery outcomes and advocacy

	Goal
Short Term	Work in partnership with DTFHC to secure funding to deliver MES, HMS and Homelands Job funding for founding homelands in 2024/25
	Work in partnership with CMC and NIAA to determine coordination arrangements for projects and service delivery into founding homelands
	Work with CMC to support identified capacity building within Ingkerreke around service delivery coordination, governance and reporting
	Work with NIAA, DITT and employment service providers to consider opportunities under the new remote employment arrangements to support training and employment in homelands and with Ingkerreke Services.
Medium Term	Work in partnership with CMC, DTFHC and community members and stakeholders to review services that Ingkerreke provides to the active founding homelands to transition to an Ingkerreke-led service delivery model.
	Secure long term flexible funding for MES, HMS and Homelands Job Funding
	Work with CMC to ensure excellent data, monitoring and evaluation frameworks are embedded in service delivery model
	Work with DITT to consider economic opportunities in founding homelands
Long Term	Work in partnership with CMC, DIPL and DTFHC to implement reformed service delivery and funding models for the active founding homelands in line with the principles and approach of this agreement, ensuring services and projects delivered in the active founding homelands are developed in accordance with community needs, based on community informed design principles
	An Ingkerreke-led service delivery model is achieved and maintained

Priority Area 2 – Deliver municipal services and infrastructure projects and provide advocacy and support to improve sustainability and quality of life for homelands Ingkerreke supports across Central Australia

	Goal
Short Term	Review arrangements with existing partners to deliver MES and HMA in other homelands including the Kings Canyon region to determine viability and options to extend arrangements.
	Work in partnership with DTFHC and other key stakeholders to consider opportunities to deliver services outside the founding homelands
	Work with CMC to support capacity building within Ingkerreke around service delivery coordination, governance and reporting
Medium Term	Work with CMC to ensure excellent data, monitoring and evaluation frameworks are embedded in service delivery model
	In partnership with CMC, community stakeholders and representative organisations, consider long term arrangements to deliver services and projects into other homelands.
Long Term	Work in partnership with CMC, DIPL and DTFHC to implement reformed service delivery and funding models for homelands Ingkerreke supports in line with the principles and approach of this agreement. Ensure services and projects delivered across homelands are developed in accordance with community needs and based on community informed design principles
	An Ingkerreke-led service delivery model is achieved and maintained