



LOCAL DECISION MAKING MULTI-AGENCY PARTNERSHIP (MAP)



Implementation Plan 2018 – 2020



Australian Government

NOVEMBER 2018

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1. Introduction

The Gurindji Aboriginal Corporation (GAC), the NT Government (NTG) and the Department of Prime Minister and Cabinet (DPMC) all have key roles to play in working together to create positive, lasting change for the health, wellbeing and prosperity of Gurindji people and families living in Kalkaringi and across the lower Victoria River region.

The parties 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 social and economic opportunities.

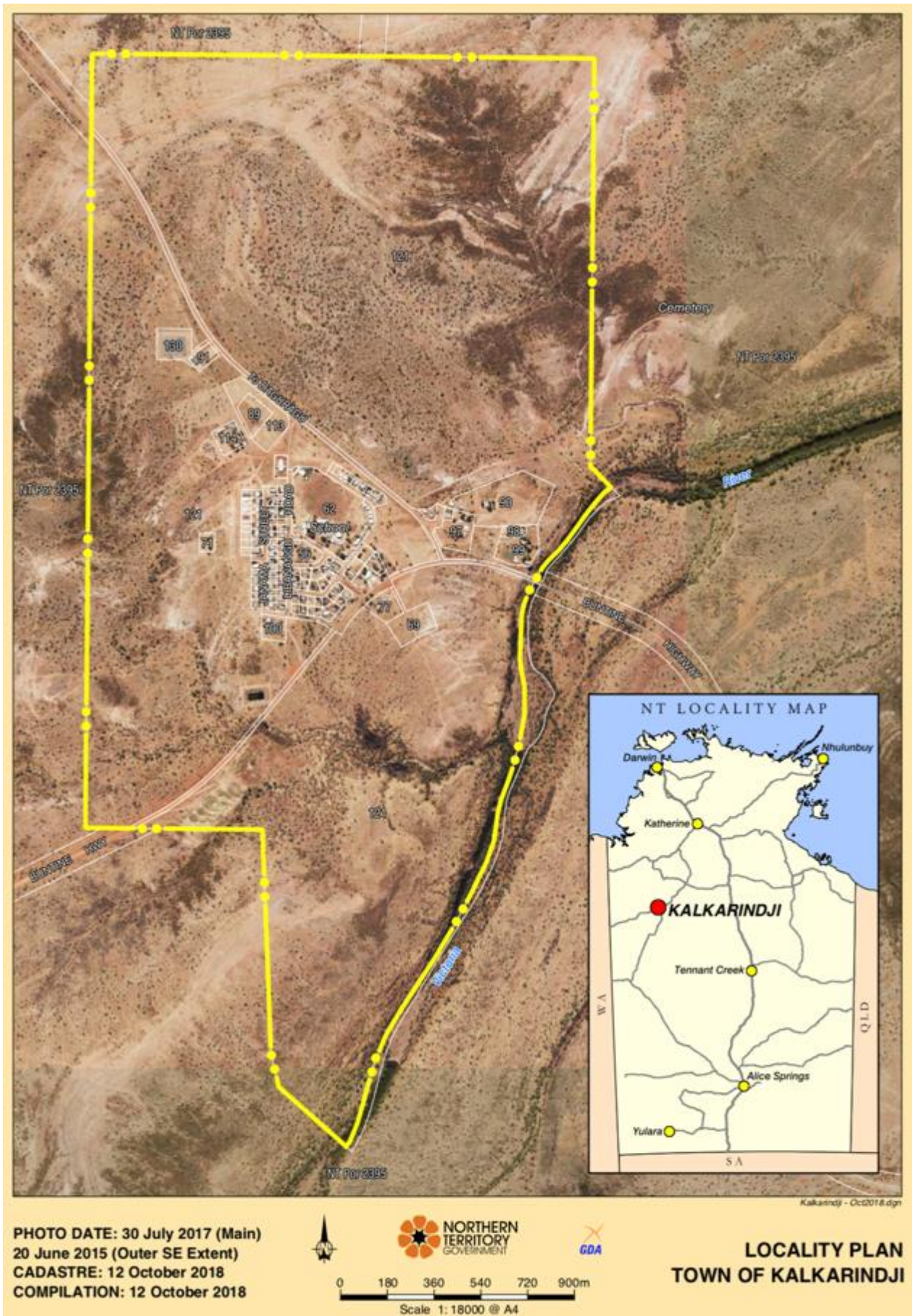
Consistent with local decision-making (LDM) principles, the MAP strategic priorities are driven by the priorities of the GAC Board. Through the implementation of this plan, GAC Board Members will have a genuine voice providing direct input into developing local solutions for local issues, assuming greater control of decisions impacting the broader Gurindji community.

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 together throughout the life of the Plan.

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





2. Gurindji Aboriginal Corporation (GAC)

The Gurindji Aboriginal Corporation was established in 2013, building on the proud Gurindji spirit in the birthplace of Aboriginal Land Rights in Australia.

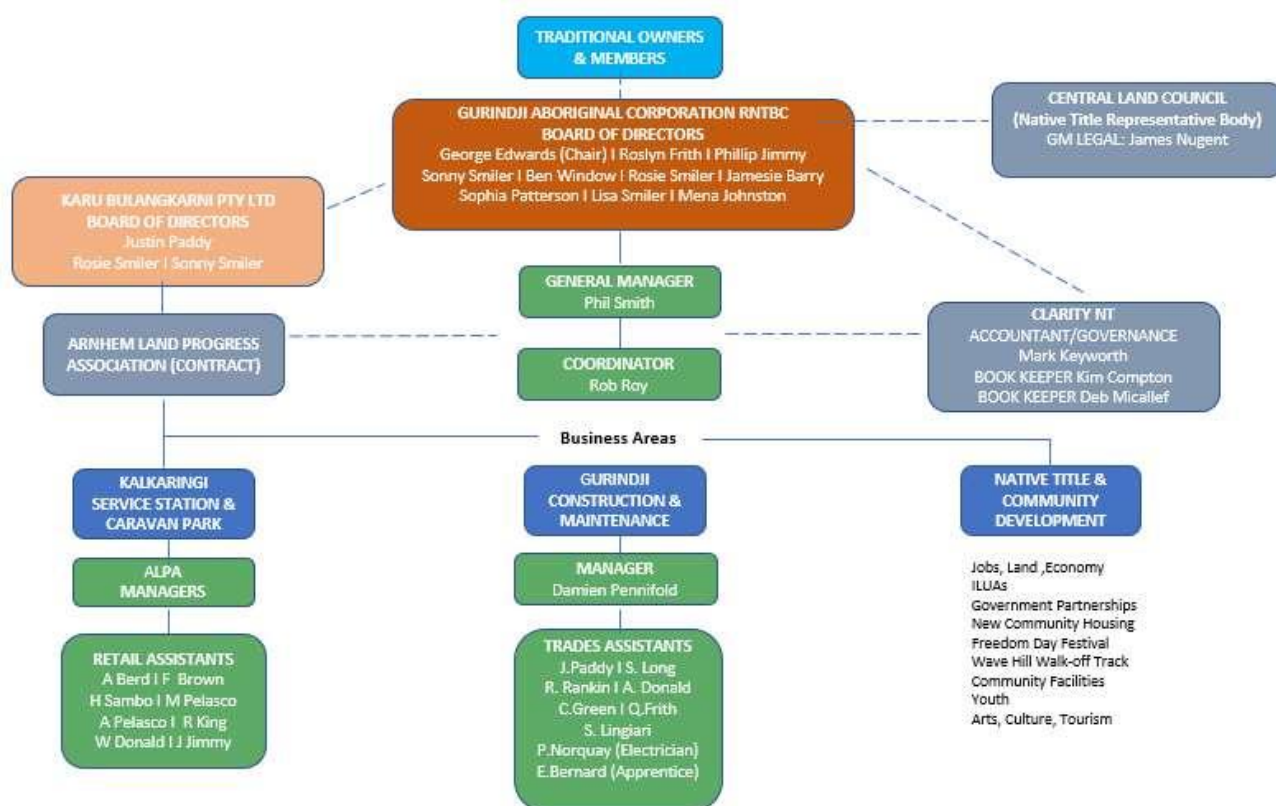
In May 2014, the Federal Court made a determination of Native Title over the Township of Kalkarindji in favour of Traditional Owners, with GAC becoming the Registered Native Title Body Corporate (also referred to as the Prescribed Body Corporate – PBC), for the Kalkarindji Indigenous Land Use Areas (ILUA).

The ILUA Area is all the land and waters within the boundary of the Town of Kalkarindji with native title rights extinguished or surrendered where existing buildings were in place prior to the May 2014 determination.

GAC is a community owned, not-for-profit organisation, and in addition to its statutory functions and activities undertaken as a PBC, GAC also focusses on the following areas:

- Community-owned enterprise development and local employment;
- Maximising social and economic opportunity through our Native Title & Land Rights;
- New and improved community facilities;
- New and improved community housing; and
- Supporting and preserving Gurindji culture and heritage. ¹

2.1 GAC Organisational Structure



¹ Gurindji Aboriginal Corporation RNTBC Business & Community Development Strategy 2016-18

3. What does working in partnership mean to us?

The LDM MAP is a partnership that aims to build on and strengthen existing relationships, ensuring clear alignment and understanding of Gurindji priorities and ensures that Gurindji continues to have a strong voice and role in decision making for future social and economic opportunities for the benefit of its members and the broader local communities residing on Gurindji Country.

The Partnership is underpinned by a three-way commitment where the parties fully participate and work together to implement the agreed plan of activities.

GAC, NTG and DPMC agree that working in partnership means the following:

- Respecting, cultural, spiritual, social and economic connection to Country;
- Building and maintaining open, honest and respectful two-way relationships that includes regular face-to-face communication in Kalkaringi;
- Our relationship is strong enough to allow us to come together and discuss and work through the most difficult and challenging issues;
- Challenging our perceptions and limiting beliefs to allow us to identify new ways of working together that may not have been previously thought possible;
- Defining clear roles and mutual accountabilities and that the parties to the MAP do what they say they are going to do;
- Ensuring GAC Board Member participation and voice is heard in all decisions affecting them;
- GAC timely input into local decision-making processes is supported and valued;
- Recognition that capacity building within all of the MAP organisations is required to progress MAP Implementation Plan actions and achieve agreed outcomes;
- We work together and support each other in addressing challenges... but also, together we celebrate and promote our MAP successes.

The MAP Local Decision-Making Guiding Principles document has been developed as a separate document to further expand on the above points and this has been included at **Appendix 8.3** 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 GAC, NTG and DPMC to come together as partners to develop a coordinated and targeted plan aimed at improving social and economic outcomes for Gurindji Association people over the next three years.

The GAC Board set strategic priorities in consultation with their members and the Kalkaringi community. This work is ongoing and is undertaken through meetings and workshops throughout the year, including GAC's own strategic planning processes.



Photo 1 & 2:

GAC Directors and Staff meeting with NT Government and Department of Prime Minister and Cabinet department representatives to progress the development of the LDM Multi Agency Partnership (MAP) Implementation Plan (August 2018).

4.2 Strategic Priorities & Focus Areas

Throughout the MAP consultation process, the GAC Board have nominated four key priority areas for the MAP. These four areas are also directly aligned with GAC's Strategic Business Plan.

Joint discussions between GAC and Government representatives have focussed on how the parties can work together to support current activities and progress future social and economic opportunities across each of these areas.

Preserving Gurindji Culture & Heritage	Business Development & Contracting	Local Jobs & Training	Land, Community Infrastructure, Housing & Service Delivery
Protection and management of determined Native Title areas	Current & future business development and contracting opportunities.	Local jobs and training in GAC community-owned enterprises	Effective Native Title decision making
Raising broader community cultural awareness through tourism, culture and arts opportunities	<u><i>Current & short-term focus:</i></u> Retail - Store Construction & Maintenance Caravan Park & Visitor Accommodation Social Club Acquisition Tourism, Culture & Arts Minor Civil & Roadside Maintenance	Local jobs and training on GAC community development projects	Community Housing priority to address overcrowding
Annual Freedom Day Festival		Greater local participation, including local jobs and training outcomes from external contractors on major community and regional projects	Gurindji HQ & Community Centre
Enhancing and maintaining the Wave Hill Walk-off Track	<u><i>Future opportunities:</i></u> Social and economic growth opportunities arising from native title rights, including land and housing developments	Local Jobs and Workforce Development planning for Kalkaringi including opportunities to maximise CDP employment outcomes	Current & Future Service Delivery Opportunities
Vincent Lingiari Gravesite & Kalkaringi Cemetery	Outstations		Traditional Owner input and evaluation of Kalkaringi service delivery models
Developing Young People & Future Leaders	Research for potential agriculture opportunities		Sport & Recreation facilities, including oval, basketball court
	Capacity Building and Growth Opportunities		
	Industry Engagement & Recognition		



In addition to the common themes listed above, several key areas were identified that MAP partners considered as essential enablers to support implementation of agreed MAP activities.

Key enablers identified included the following:

Capacity Building	MAP Plan Implementation & Resourcing	Effective MAP Relationships & Engagement Processes
GAC HQ & Community Centre (Old Clinic)	Plan development and endorsement	Partnership principles & approach
In-house contract and project management expertise	MAP Plan governance arrangements	Engagement processes for escalation of issues/concerns
GAC staff housing	Resourcing Options	Profiling success stories inside and outside of the community
Board governance and leadership development	Monitoring progress & measuring outcomes	



4.4 Timeframes

The LDM MAP Implementation Plan commences upon the date of signing by GAC, NTG and DPMC and extends to the 30 June 2020.

Targeted timeframes and responsibilities for implementation of agreed actions are outlined within the LDM 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 formal review process will allow GAC, NTG and DPMC 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 social and economic outcomes;
- Discuss and seek agreement for any changes to the MAP Implementation Plan to reflect changing priorities, addressing emerging issues and/or alternative approaches that may be required; and
- Ensure that all parties to the partnership, including broader membership of the GAC.

5. LDM MAP Implementation Plan

5.1 Strategic LDM MAP Priorities

5.1.1 Preserving Gurindji Culture & Heritage

#	Key Actions	Timeline	Responsibility
1	Continue to fulfil Prescribed Body Corporate responsibilities on behalf of Traditional Owners.	Ongoing	GAC
2	<p>Continue to progress current ILUA negotiations between GAC and NTG as a high priority, including short term focus on the following areas:</p> <ul style="list-style-type: none"> · Draft ILUA to be prepared by NT Government, following negotiations with GAC and Central land Council; and · GAC to undertake review of the draft ILUA and provide feedback to DIPL. 	Q4 2018	GAC, DIPL
3	<p>Explore funding options to improve sustainability and minimise the year-to-year uncertainty for the delivery of Freedom Day Festival commemorating the iconic events of the 1966 Wave Hill Walk Off and birth of Aboriginal Land Rights.</p> <p>Options to be considered include, but are not limited to, ABA, Festivals NT, IAS, sponsorship, including consideration of multi-year funding arrangements to allow longer term planning to support future growth of these events.</p>	Q4 2018 – Q1 2019	GAC, DTC, DPMC
4	Enhancing, maintaining and promoting the national heritage listed Wave Hill Walk-off Track as a travel experience and destination, including GAC input into the DTC Regional Tourism Strategy.	Q4 2018 – Q2 2019	GAC, DTC
5	Provide briefing and updates on Wave Hill Walk-off feature film via filmmaker Paul Williams (Gururmul) to provide visibility and awareness of the project outcomes.	Q1 2019	GAC, DTC
6	Initiate discussion with GAC Board regarding cemetery management and provide update on NT Cemeteries Act Review and relevant legislation changes. GAC Board to consider information in order to make an informed decision on whether they wish to manage the cemetery in the future.	Q2 2019	GAC, DTC, DHCD

#	Key Actions	Timeline	Responsibility
7	Provide advice to GAC on options for heritage listing and/or preservation of identified heritage sites, including Vincent Lingiari's gravesite.	Q4 2018	DTC (Heritage Branch)
8	Provide briefing and updates as required on progress of concept development for the Gurindji Arts, Culture & Heritage Precinct – Kalkaringi Entrance.	2019 - 2020	GAC
9	Develop face-to-face Cultural Awareness / Induction Package for delivery by Traditional Owners to Government employees and contractors working on Gurindji Country and/or in Kalkaringi.	Q1-Q2 2019	GAC, KAC
10	GAC and Government to work together to implement cultural awareness training as a minimum requirement for newly appointed Government staff and contractors awarded works on Government funded projects to be completed in Kalkaringi and/or on Gurindji Country.	Q1 2019	GAC, DIPL, DHCD, DPMC, KAC
11	Explore opportunities to identify, engage and develop emerging Gurindji youth leaders through funded youth development programs and initiatives.	Q2 2019 & Ongoing	GAC, KAC
12	In collaboration with Government, investigate opportunities to raise awareness and promote the significance of the Freedom Day Festival nationally, including recognition of land rights and the importance of relationships with Australia's First Nations people. Gurindji people would like to continue previous discussions with Government to further explore these opportunities, eg. NT and/or National public holiday.	Q4 2018	GAC, DPMC, NTG

5.1.2 Business Development & Contracting

#	Key Actions	Timeline	Responsibility
Business Development & Support			
13	<p>Work together to review current contract performance to establish better understanding of existing capabilities and/or any areas identified for improvement to support future growth and ability to undertake expanded scopes of work, including but not limited to:</p> <ul style="list-style-type: none"> ▪ Tendering; ▪ Project estimation/quoting; ▪ CAL accreditation requirements for expanded scope; and ▪ Project and contract management. <p>Following identification of focus areas, GAC to engage with DTBI to explore available business development support in each of the areas.</p>	Q4 2018	GAC, DTBI, DIPL, DHCD
14	Where requested, provide constructive and comprehensive feedback to GAC, for any unsuccessful tenders.	As Required	GAC, NTG, DPMC

Caravan Park & Accommodation			
15	Investigate and pursue development of additional accommodation facilities to provide variety of options for visitors to the community.	2018 - 2019	GAC
16	Upgrade and expansion of caravan park facilities, including new fencing, landscaping and refurbishment of ablution block.	2018 - 2019	GAC, DTC (Fencing)
17	Distribute information on GAC accommodation options to assist in profiling and raising awareness of available services, including type of accommodation, cost, contact details and booking process.	Q4 2018	GAC
18	Provide NTG trip data to assist in understanding Government personnel movements for Kalkaringi, Daguragu, Top Springs & Lajamanu and potential accommodation requirements in the future.	Q4 2018	NTG, DTBI
19	Government staff working in Kalkaringi will seek to utilise available GAC accommodation where existing Government accommodation options are already fully utilised.	Ongoing	NTG, DPMC

Retail			
20	Upgrade and expansion of existing retail store building to support population growth.	2020	GAC
21	Continue to pursue opportunities for events and tourism strategies to support increased revenue retail operations.	Ongoing	GAC
Community Infrastructure & Housing - General Construction, Maintenance & Repairs			
22	<p>Establish regular engagement between GAC & DHCD to discuss all upcoming tender opportunities in Kalkaringi, including support to actively pursue potential new business development opportunities across housing construction, demolition, repairs & maintenance works. Through this process provide guidance on the procurement processes for specific contracting opportunities to allow GAC the opportunity to consider tendering options, including, but not limited to, select tender, sub-contracting, JV and labour-hire arrangements.</p> <p>Potential areas based on demonstrated business capabilities to 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; ▪ Inclusion on Remote Trade Panel for response repairs and maintenance works in Kalkaringi; ▪ Transition of HMO services to GAC for Kalkaringi; ▪ Maintenance works for Government owned facilities in Kalkaringi; and ▪ Introductions between major suppliers and GAC for genuine sub-contracting and/or JV opportunities. 	Monthly (As Required)	DHCD, GAC, MAP Working Group
23	Provide detailed information to GAC on HMO & CHO roles, funding and contract terms to assist in understanding scope of services and decision as to whether GAC would like to tender for this contract in 2019.	Q4 2018	DHCD
24	Seek feedback from PWC on progress of tender submission to provide essential services and emergency works for Kalkaringi and Daguragu.	Q4 2018	GAC, (PWC)
25	Conduct MAP Implementation Plan briefing sessions for all DHCD, DIPL and DTBI engagement teams responsible for the delivery of housing construction, refurbishment and maintenance programs in Kalkaringi to ensure understanding of LDM approach, commitments and effective coordination of on the ground delivery.	Q4 2018	DHCD, DIPL, DTBI

26	Investigate opportunities for GAC to be engaged to provide ongoing repair and maintenance services for community and Government facilities, including but not limited to school, health clinic, school oval and childcare centre.	Q1 2019	GAC, NTG (DIPL), DPMC
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Other Business Development / Community Enterprise Opportunities (Tourism, Outstation Management, Agriculture Investigations)			
27	Initiate early discussions to investigate long term agriculture business development research opportunities and identify potential areas of available support, including establishment of industry links (eg. Austrade, Research Station) and access to specialist expertise to undertake research & development, feasibility and options analysis.	Q2 2019	GAC, DTBI
28	Facilitate GAC introduction to NT Farmers to explore potential long terms agriculture opportunities.	Q2 2019	DTBI
29	Establish regular engagement with DIPL to discuss all upcoming tenders, including opportunities for direct tender to GAC, to undertake minor / small scale civil works contracting opportunities, including: <ul style="list-style-type: none"> 4WD track maintenance; Highway rest stop maintenance; Road inspections, including sign replacement; Wet season road maintenance, including inspections, replacement of road signage, minor road repairs, clean out of cattle grids and debris removal; Roadside weed management; and Labour hire and plant machinery hire. 	Monthly	GAC, DIPL
30	Establish regular engagement with DTC to identify available support for product development, marketing and growth of future GAC and Karungkarni Art tourism opportunities, including: <ul style="list-style-type: none"> Overarching tourism strategy development; Guided and self-guided walking tours; Accommodation supply and demand modelling to inform future development of community accommodation assets, including caravan park and motel style accommodation; Corporate tourism opportunities; Gurindji Arts, Culture & Heritage Precinct – Kalkaringi Entrance – concept development funding and construction as a centre piece for regional tourism. Visiting school groups & education opportunities; Other tourism opportunities linked to Freedom Day Festival to maximise participation of captured audience. 	2019 - Ongoing	GAC, DTC, KAC

31	Undertake pilot tag-along 4WD experience through Judburra/Gregory National Park following Freedom Day Festival.	Q3 2018	GAC, DTC
32	Identify additional locations to establish formal roadside stops and roadside infrastructure for travelling tourists and discuss the potential of these future projects, including construction, ongoing maintenance and appropriate signage.	Q2 2019	GAC, DIPL
33	Identify opportunities for improving regional signage at Victoria Highway and Buntine Highway Junction, Top Springs and WA/NT border, Northern Savannah Way, Judburra/Gregory NP to promote regional tourism opportunities, including identifying links to REDC Regional Tourism Development Plan.	2019	GAC, DIPL, DTBI
34	<p>Investigate and pursue opportunities arising from future development and management of Gurindji homelands and outstations including securing funding and contracts for:</p> <ul style="list-style-type: none"> ▪ Installation of basic infrastructure; and ▪ Provision of repairs and maintenance services. <p>Provide Homeland Funding Eligibility Guidelines to GAC and conduct briefing session for GAC Board to discuss aspirations and opportunities.</p>	2019	GAC, DHCD, (Central Land Council)
35	Continue to actively progress discussions for the transfer of the Kalkaringi Sports & Social Club from VDRC to GAC.	2019	GAC
36	Provide background information and briefing for the GAC Board on carbon farming / sequestration and explore potential opportunities for the region.	Q4 2018	DTC

5.2.3 Local Jobs and Training

#	Key Actions	Timeline	Responsibility
37	<p>Develop a Local Workforce Development Plan defining the pipeline of current and future local job opportunities, linking training delivery to real job pathways.</p> <p>DTBI Workforce Coordinator will work closely with GAC to discuss how the department is able to support the development of the Plan.</p> <p>The Plan should aim to develop strategies to maximise existing employment and training outcomes and address existing pre-employment gaps through focussing on the following areas:</p> <ul style="list-style-type: none"> ▪ Partnering with Government and/or major contractors on key housing and infrastructure projects to build work readiness / job preparedness levels; ▪ Establishing clearly defined job pathways and strategies to transition casual employees to sustainable workover time, targeting the areas of Retail (Store), Housing & General Construction & Maintenance, Caravan Park & Visitor Accommodation, Tourism, Culture & Arts, Minor Civil & Roadside Maintenance; ▪ Building stronger links including clearly defined training and development pathways from CDP into GAC to maximise employment outcomes for Gurindji people; ▪ Identifying key gaps (eg. fitness for work, driver's licences, criminal checks etc) and develop strategies to address these areas. 	<p>Q4 2018 – Develop</p> <p>2019 & Ongoing - Implementation</p>	<p>GAC, DTBI, VDRC & DPMC (CDP)</p>
38	<p>DPMC will support and assist GAC to work collaboratively to build stronger linkages between VDRC managed CDP program and GAC enterprises to maximise local employment outcomes, including but not limited to ensuring that:</p> <ul style="list-style-type: none"> ▪ CDP training and work experience links to and assists local people to develop core job skill requirements for future GAC job opportunities; and ▪ DPMC, VDRC (CDP) and GAC can work together to develop effective processes to support the transition of local people from CDP into long term sustainable employment outcomes, including sharing information on employee training, certifications and/or job aspirations. 	<p>Q4 2018</p>	<p>GAC, DPMC (VDRC)</p>
39	<p>Explore 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.</p>	<p>Q2 2019</p>	<p>GAC, DTBI, DPMC</p>

#	Key Actions	Timeline	Responsibility
40	Continue to identify and pursue employment and training opportunities within other key industries operating throughout the region, including, but not limited to, pastoral, mining and community social service sectors.	Ongoing	GAC, DTBI, DPMC
41	Work collaboratively with Government (Education Department) to develop joint strategies, including work experience, school-based traineeships, school-based apprenticeships, to support school-to-work pathways for young people. DCM to facilitate introduction to relevant senior DoE representative. Establish relationship to progress key priorities.	Ongoing	GAC, DEd, DTBI, DPMC
42	Identify Senior DEd representation for MAP Working Group.	Q4 2018	DCM, DEd
43	Facilitate introductions between GAC and lead contractors on major Government funded projects undertaken on Gurindji Country to consider sub-contracting and labour hire and other strategies for maximising local participation, particularly for GAC casual staff during periods in between projects.	Ongoing	GAC, DIPL, DHCD, DTBI, DPMC
44	Profile employment and training success stories involving Gurindji members.	Ongoing	GAC, DCM, DTBI

5.3.4 Land, Community Infrastructure, Housing & Service Delivery

#	Key Actions	Timeline	Responsibility
45	Investigate and pursue opportunities for GAC to provide Housing Maintenance Officer (HMO) services for Kalkaringi housing repairs and maintenance works. DHCD to provide initial brief on budget, contract services and role requirements.	Q4 2018	GAC, DHCD
46	GAC and Government to continue to engage and work closely together to consider GAC service delivery aspirations and/or opportunities in the future. <i>* Note that GAC Board have indicated that this is not an immediate priority but for consideration in the long term.</i>	Ongoing	GAC, NTG, DPMC
47	Maintain ongoing engagement between GAC and DIPL to provide advice and support to work through land tenure related matters in an effective and timely manner, including Native title negotiations for new land and housing developments, community land applications, access to Crown land and ILUAs for future land release.	TBC	GAC, DIPL, (Land Council)
48	Continue to engage Gurindji Board to provide valuable decision-making input into the design, performance monitoring and evaluation of essential community services.	Ongoing	GAC, NTG, AG

5.2 Strategic LDM MAP Enablers

5.2.1 LDM Capacity Building

#	Key Actions	Timeline	Responsibility
1 (49)	Continue to work collaboratively with relevant Government departments to progress the refurbishment of old health clinic and development of GAC office / community centre on Lot 59.	Current	GAC, DIPL
2 (50)	Continue to work collaboratively with relevant departments to progress the relocation of GAC construction activities to adjacent Lots 88 & 92, including finalisation of ILUA negotiations.	Current	GAC, DIPL
3 (51)	Continue to assist in identifying areas for establishing relevant industry links to support the development of key strategic initiatives and business enterprise opportunities.	Q4 2018	GAC, DTBI
4 (52)	Continue to investigate and pursue opportunities for additional housing to meet essential GAC staffing requirements, including support with preparation of required applications.	Q4 2018	GAC, DHCD
5 (53)	Consider opportunities for 2 unsold new builds and potential inclusion into ILUA compensation.	Q4 2018	GAC, DIPL, DHCD
6 (54)	As per existing DTBI support, identify small grant opportunities to fund ongoing development of GAC business management systems.	Ongoing	GAC, DTBI
7 (55)	As per existing DTBI support, assist to explore potential partnership / JV business models to enhance capacity building, local jobs and training and financial outcomes from these arrangements.	Ongoing	GAC, DTBI
8 (56)	As per existing DTBI support, assess future accreditation requirements eg. CAL to support potential GAC inclusion on larger future scopes of work.	Ongoing	GAC, DTBI

#	Key Actions	Time line	Responsibility
9 (57)	As per existing DTBI support, provide details of funding programs available to support ongoing Board governance and leadership development, including financial literacy training and development and consultancy support.	Q4 2018	GAC, DTBI
10 (58)	As required, seek external business development support (eg. IBA) to assist in increasing capabilities in the areas of tender preparation, estimation / costing projects, contract management for delivery of contracts and web/IT development.	Ongoing	GAC
11 (59)	Work collaboratively to identify opportunities where GAC can support the development of cultural capabilities within Government agencies at all levels to enhance effectiveness of community engagement approach, eg. Cultural Immersion / Induction Programs for key senior departmental staff, direct input from GAC into the planning of complex social projects in local Aboriginal communities.	Ongoing	GAC, NTG, DPMC

5.2.2 LDM MAP Plan Implementation & Resourcing

#	Key Actions	Timeline	Responsibility
12 (60)	Multi Agency Partnership (MAP) consultation completed with all partners to inform agreed priorities and supporting actions.	August - September 2018	Keogh Bay, DCM
13 (61)	MAP Implementation Plan developed and endorsed by all parties, including sign-off on formal agreement to support overarching LDM MAP relationships.	September - October 2018	GAC, NTG, DPMC
14 (62)	Establish governance arrangements to support LDM MAP Implementation Plan including bi-annual review points to monitor progress, update plan and encourage GAC Board participation in priority setting and decision-making processes.	September 2018	GAC, NTG, DPMC
15 (63)	Ensure ongoing alignment of GAC Strategic Business Plan with MAP Implementation Plan priorities and supporting actions.	Ongoing	GAC, DCM
16 (64)	<p>Collectively explore options available for resourcing priority actions, including but not limited to, Government funding, non-Government funding and GAC self-funded activities.</p> <p><i>Note that Government funding opportunities will continue to be subject to GAC 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 GAC in applying for relevant grants and funding as well as provide relevant information on new / upcoming grants across NT Government Department of Prime Minister and Cabinet and other organisations.</i></p>	Q4 2018	GAC, DTBI, DCM, DPMC

5.2.3 Effective LDM Communication & Partnership Engagement

#	Key Actions	Time line	Responsibility
17 (65)	Identify LDM MAP Implementation Plan success stories and profile outcomes internally and externally where appropriate.	Ongoing	GAC, NTG, DPMC, MAP Working Group
18 (66)	Utilise DCM and the MAP Working Group as a central point of contact for GAC to engage with MAP parties particularly with regards to communication protocol for escalating emerging issues or concerns in the first instance.	Ongoing	GAC, DCM, MAP Working Group
19 (67)	NTG and Department of Prime Minister and Cabinet senior managers to inform key regional staff of the MAP Implementation Plan and raise awareness of priorities, engagement protocols and key points of contact.	Q4 2018	All NTG Departments, DPMC, MAP Working Group
20 (68)	Establish calendar of formal MAP joint meeting dates and circulate to all partners.	Q4 2018	GAC, DCM, MAP Working Group

6. LDM MAP Measures of Success

	No.	Priority Area	#	Measures of Success
LDM MAP Priorities	1	Preserving Gurindji Culture & Heritage	1.1	<i>Delivery of successful Freedom Day Festival</i>
			1.2	<i>Number of participants completing Cultural Awareness Training</i>
	2	Business Development & Contracting	2.1	<i>Number and \$ of contracting opportunities secured</i>
			2.2	<i>Number and \$ of new contracting opportunities secured</i>
			2.3	<i>% GAC revenue generated through business enterprise/contracting opportunities</i>
			2.4	<i>Business development/contracting meetings held with DHCD & DIPL</i>
	3	Local Jobs & Training	3.1	<i>Number of Gurindji people employed on GAC awarded contracts</i>
			3.2	<i>Number of Gurindji people employed on Government funded contracts</i>
	4	Land, Community Infrastructure, Housing & Service Delivery	4.1	<i>Transition of HMO services to GAC</i>
			4.2	<i>Timeliness of the resolution of land tenure matters</i>
LDM MAP Enablers	5	Capacity Building	5.1	<i>Board Member participation in governance and leadership training</i>
			5.3	<i>Contract tenders are conforming and market competitive</i>
	6	MAP Implementation & Resourcing	6.1	<i>MAP Implementation Plan endorsed</i>
			6.2	<i>Governance arrangements in place / formal review meetings scheduled</i>
			6.3	<i>Resourcing options identified to support Year 1 priority actions/initiatives</i>
	7	Effective Communication & Engagement	7.1	<i>Number of LDM MAP success stories profiled</i>
			7.2	<i>LDM MAP review meetings held with attendance by all parties</i>
			7.3	<i>Points of contact established for key Government Department relationships</i>
			7.4	<i>Number of unresolved issues/concerns</i>

7. Abbreviations

AG	Department of Prime Minister and Cabinet
CDP	Community Development Program
CLC	Central Land Council
DCM	NT Government, Department of the Chief Minister
DHCD	NT Government, Department of Housing & Community Development
DIPL	NT Government, Department of Infrastructure, Planning & Logistics
DPMC	Australian Government, Department of Prime Minister & Cabinet
DTBI	NT Government, Department of Trade, Business & Innovation
DTC	NT Government, Department of Tourism & Culture
ESO	Essential Services Officer
GAC	Gurindji Aboriginal Corporation RNTBC
GM	Gurindji Association, Chief Executive Officer or General Manager
HMO	Housing Maintenance Officer
ICN	Industry Capability Network
LDM	Local Decision-Making
MAP	Multi Agency Partnership
NTG	Northern Territory Government of Australia
NGO	Non-Government Organisation
TO	Traditional Owner/s
VDRC	Victoria Daly Regional Council

8. Appendices

8.1 LDM Multi Agency Partnership Report – Consultation Summary & Recommendations



8.2 LDM MAP Local Decision-Making Guiding Principles



8.3 Gurindji Aboriginal Corporation – GAC Business Development Strategy 2014-2020

TO BE INSERTED