



YUGUL MANGI DEVELOPMENT ABORIGINAL CORPORATION LOCAL DECISION MAKING

IMPLEMENTATION PLAN 2021 – 2023



National Indigenous
Australians Agency

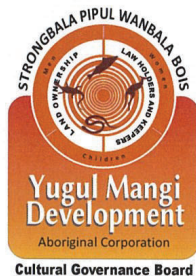
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Yugul Mangi Development Aboriginal Corporation

Local Decision Making Implementation Plan 2021-23



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2. ABBREVIATIONS

BoD: Board of Directors

CBA: Community Benefit Account

CDP: Community Development Program

CM&C: Department of the Chief Minister and Cabinet

DAGJ: Department of the Attorney-General and Justice

DIPL: Department of Infrastructure, Planning and Logistics

DITT: Department of Industry, Tourism and Trade

DoE: Department of Education

LDM: Local Decision Making

MAP: Multi-Agency Partnership

NIAA: National Indigenous Australians Agency

NT: Northern Territory

NTG: Northern Territory Government

TFHaC: Department of Territory Families, Housing and Communities

YMD: Yugul Mangi Development

YMDAC: Yugul Mangi Development Aboriginal Corporation



Ngukurr Bulldogs Women's Team and Auskick program training on Ngukurr Oval under lights



3. BACKGROUND

Ngukurr townsite and the Roper River

LDM is an NTG policy designed to facilitate cooperation between government and communities, supporting the transition of services and programs to community control¹. In May 2018, YMDAC, Australian Government and NTG made history by signing and implementing the first LDM MAP Agreement² in the NT, with a 10 year commitment to work collaboratively to give a stronger voice to the Ngukurr community.

This LDM MAP Agreement contained the first two-year Implementation Plan 2018-20³. With it's completion, this document will guide the LDM progress from 2021-23, with new actions, new partners and fresh ambition for the Yugul Mangi people and the Ngukurr community.

By signing on, the partners acknowledge they all play a key role in working together to create positive, lasting change for the health, wellbeing and prosperity of Yugul Mangi people.

Section 7 of this document outlines the agreed refreshed actions for the Implementation Plan 2021-23, which will be reviewed and updated by the partners as they continue to work constructively together throughout the life of the Plan.



4. ACHIEVEMENTS



Traditional fire management

Implementation Plan 2018-20



- Positive working relationships with partners
- Support for the initial employment of a Business Manager to support YMDAC businesses
- Support to develop a Work Health and Safety Plan and other management plans supportive of YMDAC Civil Construction Enterprise
- 36 month period contract for the delivery of maintenance and upgrades to sections of the Roper Highway and Numbulwar Road
- Stability of the organisation through retention of staff and key management
- Construction of the Language Centre Accommodation
- YMDAC Local Decision Making Board Room and Offices constructed
- Infrastructure improvements at Lot 238 bringing the sewage and power up to standard
- Civil training and operator tickets achieved
- Asset management including equipment maintained, registered, insured and operational
- Increased contracts for Civil Works
- Strong improvements in YMDAC financial position
- Compliance with Work Health and Safety and Insurance requirements
- The transition of CDP to YMDAC – MyCDP
- The inclusion of YMDAC services into NTG awarded contracts
- Support for the investigational study of educational and social strategies for Yugul Mangi people
- The awarding of the Youth Diversion contract to YMDAC
- The implementation of Kriol language programs in Ngukurr School
- Continued development of the Guluman Child and Family Centre
- Assistance in gaining access to increased funding through NIAA
- Better business decision making through financial management and reporting framework
- Development of strategic partnerships increasing capacity of YMDAC to deliver quality social programs and business activities
- YMDAC Strategic Plan - completed
- YMDAC Business Plan - completed
- Integrated management systems installed across the organisation



5. YMDAC



Ngukurr youth at the Old Mission
for School Holiday history and
culture lesson

Yugul Mangi Development Aboriginal Corporation



Yugul Mangi Development Aboriginal Corporation was established on 10th April 2008 under the Office of the Registrar of Indigenous Corporations to develop the social and economic wellbeing of the community.

The fourteen directors represent the seven Tribes of South East Arnhem Land. On the northern side of the Roper, these lands extend from Blue Mud Bay across toward Bulman, down the Wilton River Valley to Roper River and out to the Gulf. On the southern side of the river the lands extend from the west of Buddawka to the Hodgson River and includes the Towns River and Limmen National Park and the Marra Land Trust.

These vast lands hold great potential for tourism, community and social services, civil and construction, and sustainable land management among others. YMDAC with 75 members is looking forward to an exciting future as local people engage in these growing opportunities.

YMDAC is the trustee of the trust which operates the Ngukurr General Store, managed by Outback Stores. The profits contribute to a Community Benefit Fund. YMDAC develops business to provide services in Ngukurr returning the surpluses back into community through the CBA.

The CBA is controlled by YMDAC BoD. It funds initiatives and projects which progress the goals and aspirations of the community. YMDAC promotes the growth of community owned enterprises, joint venture partnerships and supports local business development, within the remote Aboriginal community of Ngukurr, (320km east of Katherine) and its surrounding areas.

YMDAC also have agreements with government as the Local Decision Making Board, to build the capacity of the organisation and position YMDAC to increase its delivery capacity to take on new contracts, including this LDM Implementation Plan and the Remote Contracting Framework Agreement.

YMDAC is working closely with the NTG and Australian Government on a range of programs to improve life in Ngukurr. This includes delivering over 40 individual social programs under the direction of the Cultural Governance Board with many delivered through the Strongbala Pipul Wanbala Bois Komiti, and delivering MyCDP in Ngukurr.

** Information sourced from Yugul Mangi Development Aboriginal Corporation Strategic Plan 2020-2030⁴*



YMDAC VISION



Landscape at the Roper River



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

“Create a liveable and sustainable future on our lands for our people”

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

To do this they seek to use our land and its resources as well as the resource of the Yugul Mangi people, as the drivers of business development, job creation and income security for our group.

YMDAC work with the Traditional Owners of Ngukurr and Millwarrparra Aboriginal Corporation with a vision of improving the social and economic wellbeing of the Yugul Mangi people within our cultural governance model.

It is our aim to:

- Increase the organisation’s capacity⁵ to deliver programs directly at the local level
- To work in partnership with organisations to ensure program alignment to community needs that are culturally appropriate
- To increase areas of high importance to the community including community control over infrastructure for sport and recreation activities, spaces for youth, office space and the management of the cemetery.
- To generate funds that improve opportunities for local employment and improved social outcomes.

** Information sourced from Yugul Mangi Development Aboriginal Corporation Strategic Plan 2020-2030⁴*



6. PARTNERSHIP



Children playing in the Wilton River



The YMDAC LDM Implementation Plan 2021-23, driven by the YMDAC BoD, aims to create a future where culture and values connecting Yugul Mangi people to Country are sustained and celebrated, where children and grandchildren have much improved opportunity for their health, wellbeing and prosperity.

The partnership is a continued commitment to work together to identify and support the implementation of agreed actions.

The LDM Implementation Plan 2021-23 aims to strengthen existing relationships and align priorities, ensuring a coordinated approach to service delivery and maximising local outcomes from current and future socio-economic activities.

The partnership is underpinned by a commitment to fully participate and work collaboratively to implement the actions.

All partners commit to undertake the principles described in the adjacent column and the LDM MAP Agreement², and recognise these areas will be key to the success of the LDM Implementation Plan 2021-23.

Partners have committed to:

- playing key roles in the implementation of actions from the YMDAC LDM Implementation Plan 2021-23
- respecting, cultural, spiritual, social and economic connection to Country
- building and maintaining open, honest and respectful relationships
- defining clear roles and mutual accountability that links back to the partnership
- ensuring YMDAC participation and voice is heard in all decisions affecting them
- working with current government policies to maximise local benefits from all government investment
- local solutions developed by local people to address local issues and opportunities
- build capacity within all of the partners to work effectively together to implement agreed actions.



Sandstone Escarpment on
Yugul Mangi Country

7. IMPLEMENTATION PLAN



There are five headline strategies which have been identified for the Implementation Plan 2021-23. These strategies have been developed through engagement and consultation with the LDM Partners and YMDAC BoD, and in alignment with the YMDAC Strategic Plan 2020-2030⁴.

The LDM Implementation Plan 2021-23 commences from 25 August 2021 and expires on 25 August 2023.

Responsibilities for implementation of specific actions are outlined within the LDM Implementation Plan 2021-23.



Roper River

STRATEGIC PRIORITIES AND FOCUS AREAS

Headline Strategies	Objectives
Cultural Strength & Respect	<ul style="list-style-type: none"> • Inclusion and guidance from Elders and Traditional Owners in program design • Recognition of cultural protocols • Knowledge sharing and training of all non-indigenous staff and visitors to Ngukurr
Governance & Capacity	<ul style="list-style-type: none"> • Empowered BoD • Organisation capacity • Integrated management systems • Policies and procedures • Financial capacity • Staff development and training
Community Wellbeing	<ul style="list-style-type: none"> • Ngukurr Community Plan • Social programs
Economic Empowerment	<ul style="list-style-type: none"> • Businesses • Joint venture partnerships • Strategic partnerships
Local Jobs for Local People	<ul style="list-style-type: none"> • Job creation and employment pathways • Industry strategies and employment programs



YMD Pty Ltd construction of YMDAC Local Decision Making Board Room and Offices

MONITORING AND EVALUATION

The LDM Implementation Plan 2021-23 will be an evolving document and through regular engagement between the partners will be reviewed and updated as required.

The partners commit to holding an annual review meeting with all stakeholders which aligns to a YMDAC Board Meeting.

This review process will allow partners to:

- Report on the progress of actions and to work together to address any emerging barriers to successful implementation
- Measure and report on key socio-economic outcomes
- Agree on any alterations to the LDM Implementation Plan 2021-23 to reflect changing priorities, identify new opportunities, address emerging issues or implement alternative approaches which may be required
- Ensure that the community continue to be informed of the LDM and any successful outcomes are profiled



CULTURAL STRENGTH AND RESPECT

#	Key Actions/Objectives	Measures of Success	Lead	Partners
1	Recognition of “Yugul Law ⁶ ” when designing and implementing programs for Yugul Mangi people, by building and strengthening Yugul Law into the governance structures. Inclusion of YMDAC as the LDM Board from the start of program design.	<ul style="list-style-type: none">• Timing of engagement with YMDAC BoD in program design• Sign off on programs by YMDAC	YMDAC	LDM Partners
2	Develop and implement a cross cultural training program aligned to “Yugul Law” to be delivered by Traditional Owners/advisors. YMDAC to develop Cultural Protocols and Cultural Awareness Course.	<ul style="list-style-type: none">• Cultural Protocols and Cultural Awareness Course developed	YMDAC	CM&C NIAA
3	YMDAC cross cultural training program to be implemented as a minimum requirement for government funded programs and projects, with contractors and government staff based in Ngukurr for prolonged periods to participate.	<ul style="list-style-type: none">• Number of people undertaking cross-cultural training.	YMDAC	LDM Partners
4	Kriol induction training at the Ngukurr Language Centre to be implemented as a minimum requirement for government funded programs and projects, with contractors and government staff based in Ngukurr for prolonged periods to participate.	<ul style="list-style-type: none">• Attendance data provided from LDM partners	NTG	LDM Partners
5	Mutual Respect Agreement ⁷ commitment renewed and agreed to by YMDAC and NT Police.	<ul style="list-style-type: none">• Re-commitment to Mutual Respect Agreement signed off between YMDAC and NT Police	YMDAC	NT Police



GOVERNANCE AND CAPACITY

#	Key Actions/Objectives	Measures of Success	Lead	Partners
6	Identify opportunities to support the YMDAC BoD through governance training, government initiative/program and regional exchanges with other Aboriginal Corporations. Develop a training program for the BoD and future leaders. Identify funds to support delivery of governance training programs/workshops.	<ul style="list-style-type: none">• Ongoing development of the BoD• Number of trainings delivered and attendance• Number of young leaders who access training	CM&C	DITT, YMDAC, NIAA
7	Identify organisational development opportunities which supports YMDAC staff development, integrated management systems and strategic partnerships. Develop and implement Staff Development Program, and identify funds for organisation capacity development.	<ul style="list-style-type: none">• Staff Development Program implemented	YMDAC	DITT
8	Build capacity in YMDAC to prepare, respond and assist government agencies during emergency management situations.	<ul style="list-style-type: none">• YMDAC increase emergency management capacity	YMDAC	NT Police, CM&C



COMMUNITY WELLBEING

#	Key Actions/Objectives	Measures of Success	Lead	Partners
9	<p>YMDAC to contribute to the planning, establishment and implementation of social programs. YMDAC work with and engage stakeholder organisations to ensure effective programs are designed from the community and cultural level under the influence of the Local Decision Making Board (YMDAC) and YMDAC committees. YMDAC to be given the opportunity to be the service provider where the organisation is ready, has the capacity and is linked to the organisation's strategic and business plans. Resulting in YMDAC delivering appropriate programs for the Yugul Mangi people.</p> <p>This includes, but is not limited to:</p> <ul style="list-style-type: none">• Governance and Culture• Aged Care• Social Programs• Community Events• Night Patrol• School Holidays Programs• Youth Diversion• Sport and Recreation (Oval Management and Access)• Family Programs• Community Justice Programs• Housing (Tenancy and Maintenance Management)• Cemetery Management, Beautification and Upkeep• Employment Services• Ngukurr Community Radio	<ul style="list-style-type: none">• Increase locally delivered programs through YMDAC• Cemetery managed through a locally controlled organisation• YMDAC manage Ngukurr Oval• Remote School Attendance Strategy managed and delivered through a locally controlled organisation• Build aged care facility• Deliver aged care services• Employment of Yugul Mangi people in services and programs• CDP activities align with community priorities• Social programs are underpinned by a well-researched evidence base	YMDAC	CM&C, TFHaC, DoE, DAGJ, NIAA



ECONOMIC EMPOWERMENT

#	Key Actions/Objectives	Measures of Success	Lead	Partners
10	Identify business development opportunities and linkages which support YMDAC Civil and Construction enterprises, where the organisation is ready, has the capacity and it is linked to the organisation's strategic and business plans. YMDAC services to be included in tender documents, with common information for all tenderers to prepare proposals. YMDAC able to provide feedback on engagement of successful contractors to be included in assessment of contract performance.	<ul style="list-style-type: none">Tendering process resulting in direct or indirect engagement of YMDAC services	YMDAC	DITT, CM&C, DIPL, NIAA
11	Identify key development opportunities to support YMD Pty Ltd build capacity, enabling YMD Pty Ltd to deliver on construction and maintenance contracts in Yugul Mangi communities. Select tender contracts to assist YMD Pty Ltd to establish strong foundations and build capacity where the organisation is ready, has the capacity and the project is linked to the organisation's strategic and business plans.	<ul style="list-style-type: none">Contracts awarded	YMDAC	TFHaC, DIPL, DITT
12	Identification of economic opportunities in the region for potential business development.	<ul style="list-style-type: none">Economic strengths and opportunities identifiedIdentification of priority industries for YMDAC BoD and opportunities to support other local businesses	YMDAC	DITT, NIAA



ECONOMIC EMPOWERMENT

#	Key Actions/Objectives	Measures of Success	Lead	Partners
13	Seal the Roper Highway between the Roper Bridge and Ngukurr, creating over 30km of continuously sealed road into Ngukurr. This project will take place in two stages, the first sealing between the Roper Bridge and Wilton Bridge, the second between the Wilton Bridge and Ngukurr. The sealing will improve regional access and connectivity, further enabling YMDAC economic development. YMDAC will be a nominated subcontractor for these projects.	<ul style="list-style-type: none">• Sealing of road between Roper Bridge and Wilton Bridge• Sealing of road between Wilton Bridge and Ngukurr	DIPL	YMDAC



LOCAL JOBS FOR LOCAL PEOPLE

#	Key Actions/Objectives	Measures of Success	Lead	Partners
14	Develop and implement Workforce Development Plan for Ngukurr to provide links for community stakeholders, and to be utilised to identify emerging industries such as mining and NDIS to engage and develop job opportunities for Yugul Mangi people. Workforce Development Plan to be updated as new job opportunities arise. Identify and apply for funding to realise sustainable employment opportunities in Ngukurr, using CDP funds to deliver training and develop a workforce. Identification of other funding sources for industry training and apprenticeships.	<ul style="list-style-type: none">• Workforce Development Plan developed, implemented and maintained• Training delivered aligned to jobs• CDP hosted activities in place to build local workforce	YMDAC	DITT, NIAA



Sunset over the Roper River

8. REFERENCES



1. Northern Territory Government Local Decision Making Framework Policy
2. Yugul Mangi Development Aboriginal Corporation Northern Territory Government Multi Agency Partnership Local Decision Making Guiding Principles
3. Yugul Mangi Development Aboriginal Corporation LDM Multi Agency Partnership Implementation Plan 2018-20
4. Yugul Mangi Development Aboriginal Corporation Strategic Plan 2020-2030



9. NOTES



Children practicing pandanus weaving



5. Organisational capacity includes financial stability, skilled human resources, management systems, equipment and any other resources

6. *“Yugul Law is our structure of governance which goes back through time. YMDAC are asking the LDM recognise on one side you have the Federal Governance and NT Governance structures and on the other side Yugul also have our Cultural Governance. Yugul respect Australian Law and Government respect Yugul Law.”*

Just as Government people have roles and areas on which they can speak, Yugul Law gives cultural authority and power to those who can speak for tribes, land, culture and for our people.” – YMDAC

7. The original Mutual Respect Agreement was signed between NT Police and Yugul Mangi Group of Elders in 2009. The document is a commitment from both parties to treat each other with respect, for Yugul Mangi Elders to teach and NT Police to engage with cultural awareness, and for better engagement between community and Police.