



Julalikari Council Aboriginal Corporation

Local Decision Making
Agreement



JULALIKARI COUNCIL
ABORIGINAL CORPORATION



NORTHERN
TERRITORY
GOVERNMENT



Table of Contents

1 Context	2
2 Vision	3
3 Objectives	3
4 Commitments and Guiding Principles	5
5 Stakeholder engagement	6
6 Process	7
7 Maintaining the Partnership	8
8 Implementation Framework (high level)	9
9 Status of the Agreement	10
10 Signing	11
SCHEDULE 1	13
SCHEDULE 2	23
SCHEDULE 3	26
SCHEDULE 4	29



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 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 August 2021 the NT Government and Julalikari Council Aboriginal Corporation (JCAC) agreed to commence Local Decision Making Agreement (LDM) negotiations, under the NT Government's Local Decision Making Policy, with formal negotiations commencing in September 2021.
- 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. JCAC 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 JCAC 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 JCAC has openly celebrated its long history and cultural strengths in the Tennant Creek and Barkly Region, acknowledged challenges it has faced and overcome, been clear on what a strong future for the Corporation will look like, identified areas of capacity and capability development, and set out what type of support and partnership they seek from the NT Government and other partners.
- 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 JCAC can bring when partnering with Government effectively through a LDM Agreement to achieve better outcomes.

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- g. Both parties acknowledge there are risk to both parties and the relationship required to deliver this agreement, and agree to approach mitigating those risks openly and transparently.
 - h. In defining its LDM aspirations, JCAC Board of Directors referred to its Strategic Plan 2021-24, which clearly details the Corporation's focus for the future, and outcomes it seeks to achieve for its members and community.
 - i. JCAC 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 the community, JCAC and Governments alike.

"This is about relationships, trust, how we communicate and how we work together. It is a new way of working together – how Julalikari and Government work together to deliver key services to the community."

Linda Turner, JCAC Chairperson (September 2021)

2 | Vision

- a. In signing this Agreement, JCAC and the NT Government commit to working in partnership to create a strong future for the community, and build a stronger Corporation that can achieve positive outcomes for Aboriginal people - 'All of us, together' / 'Julalikari'

3 | Objectives

- a. Cultural Strength – JCAC's cultural strength will be legitimised through partnerships, collaboration, engagement and decision making related to JCAC's role.
- b. Shared Authority – NTG agree to share authority with JCAC in priority areas to enable community control through empowerment and localised decision making.
- c. Shared Direction – identify key priorities and services that JCAC wish to achieve, deliver, have full control over or be engaged in, and work together to detail the path, process, and timeframes to get there.
- d. Community Outcomes – ensuring community empowerment in service delivery models, and stronger service outcomes for community.
- e. Stronger Future – supporting JCAC to have a strong future to enable Aboriginal people to determine their own destiny.



4 | Commitments and Guiding Principles

- a. In signing this agreement, the Chief Minister warrants that all 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, the JCAC Chairperson has endorsed this Agreement on behalf of the Board of Directors, who have consented to JCAC entering into the agreement.
- c. The NT Government is committed to partnering with the JCAC 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, Schedule 3 and Schedule 4.
- d. JCAC agrees to participate in, lead and guide its responsibilities under the Local Decision Making Agreement and each Implementation Plan.
- e. The NT Government and JCAC agree that they will adhere to the following specific principles when undertaking any work in accordance with this agreement:
 - i. Strong governance and leadership – commitment to strengthening JCAC’s internal controls and professionalism, growing board capacity and leadership, governance and financial management best practice, achieving and maintaining service delivery requirements, appropriate required accreditation, and maintaining cultural integrity as a priority of the LDM Agreement
 - ii. Strong relationships and partnerships – commitment to working together, and with existing local and regional development activities and partnerships, to review and co-design innovative programs, to share responsibility through defined protocols, shared governance, partnerships, communication and risk identification and management.
 - iii. 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.
 - iv. Employing, Training and Supporting – commitment to supporting JCAC to be an employer of choice, through supporting emerging leader and youth development, improving JCAC’s approach to recruitment, employment and retention of people into key roles, and developing long-term mentoring, training and workforce development strategies to strengthen JCAC’s role as an employer of Aboriginal people.
- 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.

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- g. JCAC 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 JCAC, its members and the broader Tennant Creek community and Barkly Region, particularly those that arise out of this and other LDM Agreements that may emerge in the region, including the Barkly Regional Deal.

5 | Stakeholder engagement

- a. The NT Government and JCAC acknowledge the importance of constructive and ongoing engagement with key stakeholders impacted by this Agreement.
- b. Key stakeholders include:
 - i. JCAC members and residents in the Community Living Areas;
 - ii. Aboriginal-owned and / or operated organisations involved in providing key services to Aboriginal people in Tennant Creek and the Barkly Region, particularly in the Community Living Areas;
 - iii. Commonwealth Government;
 - iv. Barkly Regional Council;
 - v. Other service providers or businesses providing key services to Aboriginal people in Tennant Creek and the Barkly region, particularly in the Community Living Areas;
- c. By agreement, JCAC 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, as defined in each Implementation Plan.
- d. JCAC commit to work with other key stakeholders operating in the Tennant Creek Barkly region on key initiatives, including but not limited to the Barkly Regional Deal and associated activities, to leverage outcomes under this LDM framework.

6 | Process

- a. The Department of the Chief Minister's Regional Executive Director for the Barkly, assisted by more senior agency representation as required, will coordinate the advancement of this Agreement including formal meetings with the JCAC.
- b. JCAC and 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, Schedule 3 and Schedule 4 will nominate informed representatives with appropriate decision-making authority, who will attend and actively participate in planning and implementation responsibilities.
- d. JCAC 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. JCAC will ensure processes are in place to regularly update and receive feedback from interested families, community members and stakeholders
- f. JCAC will report back to the NT Government with honest and direct feedback about issues raised by families, community members and stakeholders.
- g. JCAC has identified priority areas, the outcomes sought, proposed service delivery model and JCAC commitments to assist the achievement of the outcomes in Schedule 2, Schedule 3 and Schedule 4.
- h. The NT Government has agreed to the priority areas, outcomes sought, and the proposed service delivery models as detailed in Schedule 2, Schedule 3 and Schedule 4 and agrees to meet its stated commitments to support the advancement of each priority area set out in
- i. The NT Government and JCAC 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
- j. The NT Government and JCAC agree that the timeframes, scope, stakeholders, roles and responsibilities for each Implementation Plan may be adjusted by mutual agreement of the JCAC and the NT Government for the life of the Agreement.
- k. The NT Government and JCAC 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 JCAC have agreed on the Implementation Plan for each priority area, it will be included as a new Schedule and form part of this Agreement.

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- m. Should new priorities emerge, or existing priorities be completed, Schedules may be updated or added to the Agreement with the consent of the NT Government and JCAC.
 - n. The NT Government and JCAC 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, JCAC 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 JCAC, this Agreement will be periodically reviewed as specified in Schedule 1.
- c. Prior to the expiry of this agreement, the JCAC and the NT Government may agree to extend the term of this agreement by a further three years.
- d. JCAC and the NT Government may vary this agreement at any time by agreement in writing.
- 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 LDM agreement may be negotiated at a minimum of three months prior to this Agreement's end date.
- f. JCAC 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 and, where necessary, senior officials of nominated Agencies, together with JCAC representatives, will work to resolve the identified issues;
 - ii. for public matters, JCAC and the NT Government will commit to following agreed risk
 - iii. 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 JCAC or the NT Government has the majority or minority of the responsibility at the time of the issue being raised;
 - iv. if it is not possible to achieve a satisfactory outcome, the issue can be escalated, with the agreement of JCAC, to relevant Agency Chief Executives or to the NT Government Chief Executives Coordination Committee;

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- v. if the issues are still unable to be resolved, JCAC may write to the Chief Minister and the Chief Executive Officer of the Department of the Chief Minister who will lead a dispute resolution process with relevant Agencies; and
 - vi. if all reasonable attempts in this dispute resolution process fail in three (3) months JCAC may opt to withdraw from the Agreement.

8 | Implementation Framework (high level)

- a. The NT Government and JCAC acknowledge that engaging JCAC to deliver contracts, goods or services, or commitment to the long term transfer of responsibility to JCAC for a service delivery area:
 - i. will recognise and meet regulatory, legislative and Commonwealth requirements;
 - ii. may need to take a staged approach in order 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 JCAC 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.

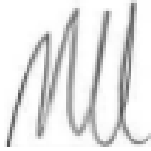
9 | Status of the Agreement

- a. JCAC 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. JCAC and the NT Government will capture the transfer of responsibility and control of agreed services and programs through formal contractual processes and arrangements that detail and give legal effect to the parties' decisions.
- c. The NT Government and JCAC 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.



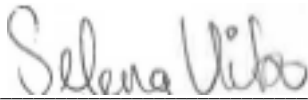
10 | Signing

Signed by



Date: 16 / 3 / 2022

The Hon Michael Gunner MLA
Chief Minister of the Northern Territory,
on behalf of the Northern Territory Government



Date: 16 / 3 / 2022

The Hon Selena Uiibo
Minister for Treaty and Local Decision Making
on behalf of the Northern Territory Government



Date: 16 / 3 / 2022

Byron Matthews
Regional Manager (Central Australia Region)
National Indigenous Australians Agency



Date: 16 / 3 / 2022

Linda Turner
Chairperson
Jualalikari Council Aboriginal Corporation (JCAC)



Date: 16 / 3 / 2022

David Curtis
A/g Chief Executive Officer
Jualalikari Council Aboriginal Corporation (JCAC)



SCHEDULE 1

Community Information, Key Contacts, Key Dates and Agreement Processes

Region and homelands

As one of the largest Aboriginal and Torres Strait Islander Corporations in Australia, with a history stretching back more than 30 years, JCAC has a long and proud record of community service delivery in Tennant Creek and the broader Barkly region.

The Corporation grew out of the Warumungu Papula organisation, formed in 1974. Its primary purpose then, as it remains today, was to alleviate poverty and improve the wellbeing of the Aboriginal people of Tennant Creek and surrounding homeland communities.

In the mid-1980's, as more language groups came to live in the area, Warumungu Papula changed its name to Julalikari. As of today, JCAC represents Aboriginal people in Tennant Creek and the Barkly Region across the regional language groups of:

- Alyawarr
- Anmatyerre
- Arrente
- Garrawa
- Durindiji
- Jingili
- Kayetetye
- Kriol
- Kurdanji
- Luritja
- Mudpurra
- Pitjantjatjara
- Wambaya
- Warlmanpa
- Warlpiri
- Warumungu
- Yanyuwa (and many others)

Julalikari is a Warumungu word meaning 'All of us, together'

JCAC Governance

Julalikari is a member based organisation with approximately 190 members representing 24 language areas from the South East and North Barkly regions.

To ensure that the work of Julalikari is relevant to the communities it serves, with input from across the Barkly Region, the Board consists of 12 representatives elected from Julalikari's membership base.

JCAC Representatives

JCAC Chairperson

JCAC CEO

Nominated JCAC Directors

Nominated JCAC Staff

JCAC Representatives Contact Details

All communication will be managed through the CEO

Email: ceo@julalikari.com.au

Phone: 08 8962 2699

Regional Area

Department of the Chief Minister, Barkly Region

NT Government Representative

Regional Executive Director – Barkly Region, Department of the Chief Minister

NT Government Representative Contact Details

Email: craig.kelly@nt.gov.au

Office: Tennant Creek

Phone: 08 8962 4434

Agreement review dates and end date

The parties will review this agreement every three years from the date of commencement. This agreement expires nine years after the date of commencement unless extended by the parties pursuant to this agreement.

Risk management and communication plans

JCAC 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:
 - o Spokespeople
 - o Stakeholder analysis and engagement strategy
 - o Communication protocols and approaches
 - o 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 JCAC 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 the JCAC Chairperson and the Regional Executive Director – Barkly Region, Department of the Chief Minister

Both JCAC 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 minuted, and necessary changes are made and communicated to Implementation Plan representatives, and to any publicly available information.

Implementation Plan Meetings

The parties will hold Implementation Plan Meetings for each Schedule 2, Schedule 3 and Schedule 4 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

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

The NT Government representative will be responsible for organising Implementation Plan Meetings, inviting JCAC representative, 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 JCAC representatives (or delegate) will attend every meeting.

The senior Commonwealth officer responsible for Indigenous Affairs 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 are agreed and minuted, and necessary changes are made and communicated to LDM Agreement Meeting representatives, and 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, Schedule 3 and Schedule 4 will include a work plan that has key performance indicators and milestones.

As set out in Schedule 2, Schedule 3 and Schedule 4, the Timeframe for Agreement of Implementation Plan for each LDM priority is June 30 2022.

Monitoring and Evaluation

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

The monitoring report will:

- 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 JCAC;
- 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.

JCAC have identified three priority areas for Local Decision Making:

- Priority Area 1 - Housing for Independence, Health and Wellbeing
- Priority Area 2 – Economic Growth and Viability
- Priority Area 3 – Strong Community and Social Services

JCAC 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 Governance and Leadership
 - o Internal controls, standards and professionalism
 - o Growing board capacity and leadership
 - o Financial management best practice
 - o Cultural integrity

- Strong Relationships and Partnerships
 - o Member engagement
 - o Collaborative partnerships
 - o Strong brand and positive profile

- Employing, Training and Supporting
 - o Emerging leader and youth development
 - o Recruitment, employment and retention best practice
 - o Mentoring, training and workforce development



NTG Role and Responsibilities across each priority area

Priority Area 1 – Housing for Independence, Health and Wellbeing

Action	Responsible NTG Agency	Role
Julalikari Housing Incorporated (JHI) process to becoming an Accredited Community Housing Provider	TFHC / CMC	Provide partnership, support, appropriate resourcing and capacity building throughout the process of accreditation.
Improved service delivery to CLAs, with all issues managed transparently to resolution	CMC, TFHC, DIPL and other agreed stakeholders	Coordination and leadership to address current state of mismanagement and lack of clarity
JHI Business Planning to ensure: <ul style="list-style-type: none"> • Business needs are identified • Viability and modelling to include: <ul style="list-style-type: none"> o transfer of identified housing stock in CLAs to JHI Tenancy Management responsibility o JHIs community housing opportunities outside of CLAs o JHIs training, mentoring and employment support model o transfer to a community controlled public housing model in the CLAs o transfer all housing stock to JHI ownership 	DITT / TFHC / CMC	Fund, engage in and support thorough business planning process, to meet JHI short, medium and long term goals
JHI governance, operational and workforce review and planning to ensure current and future business needs can be met, including embedded data measurement, monitoring and evaluation frameworks.	CMC	Investment into support and expertise to guide intensive review and operational planning, and provision of implementation support as required.

Priority Area 2 – Economic Growth and Viability

Action	Responsible NTG Agency	Role
Identify existing and prospective commercial goods and services delivered by JCAC owned businesses that are connected to NT Government procurement patterns and needs, and set shared procurement targets in line with NT Government Indigenous Procurement Policy	CMC / DCDD	Review NT Government procurement needs and patterns Identify current and future opportunities linked to procurement of goods and services Set shared procurement targets
JCAC Construction Unit growth and development, including mapping out future opportunities and potential for JCAC Construction Unit in regional commercial construction projects	JCMC / DIPL	Engagement in JCAC Construction Unit Business Planning process, funded separately by the CLC
Business Planning across all JCAC commercial and business interests, including identifying: <ul style="list-style-type: none"> JCAC businesses procurement targets to achieve NT Government contracts, goods and services programming and / or support required from NT Government to achieve goals 	DITT / CMC	Fund and / or participate in business planning activity for all of JCAC's commercial and business activity
JCAC governance, operational and workforce review and planning to ensure short, long and medium term goals of JCAC's commercial interests can be met and governed effectively by JCAC	CMC	Investment into support and expertise to guide intensive review and operational planning, and provision of implementation support as required.
JCAC training, mentoring and employment pathways model supporting outcomes across all of JCAC's commercial and business interests	CMC / DITT	Fund, engage in and / or support the design and implementation of an appropriate JCAC designed and delivered model

Priority Area 3 – Strong Community and Social Services

Action	Responsible NTG Agency	Role
<p>Undertake thorough JCAC governance, operational and workforce review and planning across all JCAC Community and Social Services to ensure:</p> <ul style="list-style-type: none"> • short, long and medium term goals for JCAC service delivery and / or long term community control can be identified and met • ensure effective use of CLA Community Centres (funded through ABA) through analysing service delivery partnerships and opportunities from these centres • training, mentoring and employment pathways program design into Community and Social Services • data, monitoring and evaluation frameworks are embedded across JCAC community-controlled and funded service delivery activities 	CMC / DITT / TFHC / NIAA	<p>CMC Investment into support and expertise to guide intensive review and operational planning, and provision of implementation support as required.</p> <p>TFHC / NIAA engage in and / or support the review and long term planning</p>
Defining partnership models and approaches for all community and social services delivered in the Tennant Creek CLAs and the Barkly Region	CMC	Coordination and establishment of required collaboration, Aboriginal governance and / or any other regional coordination approaches.
Identify programs and pathways for youth to develop their leadership and take on key leadership and employment roles in the region.	CMC / TFHC / NIAA	Youth strategy



SCHEDULE 2

Priority Area 1 - Housing for Independence, Health and Wellbeing

Outcomes sought

JCAC's subsidiary Julalikari Housing Incorporated (JHI) is an accredited community housing provider responsible for housing and tenancy management in the Tennant Creek Community Living Areas, and all housing assets on the Community Living Areas will in the future transfer back to Aboriginal ownership and control under JHI.

Background

Tennant Creek Community Living Areas (CLAs) are currently managed by the NT Government's remote public housing framework, and JCAC currently hold the S19 leases for the CLAs.

JCAC has its roots in housing, and recognises the intersection between good housing, health and wellbeing. JCAC recognises that in the last 20 years there has been a partnership failure between all parties, and that the CLAs need to come back into Aboriginal control.

The process to transfer community housing in the CLAs back to JCAC control needs to be considered, transparent and delivered in a way that improves living conditions and outcomes for residents in the CLAs, and protects JCAC's short, medium and long-term interests as it expands its role and responsibilities in the public housing space.

The approach

JCAC has reinvigorated JHI and will become an Accredited Community Housing Provider to progressively take community housing management responsibility for the Tennant Creek CLAs.

While under NT Government control, the procurement processes for tenancy management, housing repairs and maintenance, and construction of new housing, in the Tennant Creek CLAs will be conducted by, or involve, JCAC under required terms and conditions agreed with NT Government.

JCAC and the NT Government will undertake extensive consultations with JCAC members, residents in the CLAs and key identified local and regional stakeholders to obtain their input into the proposed Implementation Plan.

As part of a staged transition approach, NT Government will work with JCAC to transition tenancy management, repairs and maintenance responsibilities for Tennant Creek CLAs, to JCAC and / or JHI.

At an agreed period, after appropriate due diligence and capacity building, NT Government will transfer ownership of housing stock in the CLAs to JCAC and / or JHI.

JCAC and the NT Government, regardless of what stage of transition has been attained, will commit to managing issues, risks and challenges openly and transparently through agreed approaches defined in the Implementation Plan.

Broader Tennant Creek and Barkly Region opportunities related to housing, tenancy management, repairs and maintenance and new housing will be assessed and analysed in partnership between JCAC / JHI and the NT Government, Commonwealth and other identified sectoral partners.

Where agreed and viable, JCAC will be given the opportunity and appropriate level of support to increase JHIs footprint to support greater outcomes across Tennant Creek and the Barkly Region, in partnership with local communities, homelands, relevant stakeholders and the NT Government.

NT Government commitments

Support Julalikari Housing Incorporated (JHI) process to becoming an Accredited Community Housing Provider

Support required partnership and governance to improve service delivery to CLAs, with all issues managed transparently to resolution

Support JHI Business Planning to ensure:

- Business needs are identified
- Viability and modelling to include:
 - o transfer of identified housing stock in CLAs to JHI Tenancy Management responsibility
 - o JHIs community housing opportunities outside of CLAs
 - o JHIs training, mentoring and employment support model
 - o transfer to a community controlled public housing model in the CLAs
- transfer all housing stock to JHI ownership

Support JHI governance, operational and workforce review and planning to ensure current and future business needs can be met, including embedded data measurement, monitoring and evaluation frameworks.

JCAC Commitments

JHI has commenced and will complete the process of becoming an Accredited Community Housing Provider, to facilitate the long-term transition of CLA public housing model back to an Aboriginal controlled service provider.

JCAC will partner with the NT Government throughout the process to lead and contribute to scope, analysis, engagement, master planning and actively meet and support any identified requirements raised in the Implementation Plan process, to support smooth long-term transition of the CLAs to JHI as agreed in the Implementation Plan.

JCAC acknowledges JHIs responsibilities to support those in the community who are most vulnerable, particularly the elderly and those with additional needs. To this end they committed to continuing work with the community to improve their homes and lives for better health.

JCAC recognise that JHI will need to demonstrate capacity and capability to ensure good practice and drive good policy, and deliver well designed, quality housing supported by effective tenancy management, support and routine maintenance, all based on an evidence-based methodology.

Timeframe for Agreement of Implementation Plan

By 30 June 2022

High level implementation plans

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

	Goal
Short Term	Work in partnership with TFHC to ensure successful delivery of Tenancy Management Support Program
	Work in partnership with TFHC to support JHI to become an Accredited Community Housing Provider
	Work in partnership with CMC, TFHC, DIPL, and other stakeholders to clarify roles and responsibilities for all service delivery to CLAs are developed, with all issues managed transparently to resolution
	Work with CMC to undertake thorough JCAC / JHI governance, operational and workforce review and planning to ensure short, long and medium term goals can be effectively supported by NT Government, and any other partners to the Agreement, and be delivered on sustainably by JCAC into the future.
Medium Term	Work in partnership with TFHC Transfer of identified housing stock in CLAs to JHI responsibility
	Work in partnership with CMC, TFHC, DIPL, and other stakeholders to achieve delivery of effective municipal services in CLAs
	Work in partnership with TFHC to examine JHIs potential community housing opportunities outside of CLAs
	Work with DITT to enhance JHIs training, mentoring and employment support model that supports employment outcomes across all JHI services
Long Term	Work in partnership with TFHC to transfer to a community controlled public housing model in the CLAs and transfer all housing stock to JHI ownership
	Work in partnership with TFHC to deliver on agreed expansion of JHI portfolio to broader Tennant Creek and Barkly Region opportunities
	Work with CMC to ensure excellent data, monitoring and evaluation frameworks are embedded across JHI
	Work with CMC and DITT to ensure Aboriginal employment outcomes across all JHI services, with JCAC and JHI recognised as a regional lead with an established best practice model in supporting Aboriginal training and employment outcomes.

SCHEDULE 3

Priority Area 2 – Economic Growth and Viability

Outcomes sought

JCAC's commercial and business interests are growing and viable, to decrease JCAC dependence on Government funding whilst actively contributing to economic, training, employment and social outcomes for Aboriginal people in Tennant Creek and the Barkly Region.

Background

JCAC owns and operates several commercial businesses, and owns significant assets, that deliver services to the Barkly Region and can generate income for JCAC.

Over the years JCAC have committed to a continued emphasis of complementing social programs with profitable commercial businesses that deliver employment and training opportunities for Aboriginal people while building economic growth and viability for the Corporation.

Recently JCAC have grown its business portfolio to include:

- Construction Unit (100% owned and operated)
- Nyinka Nyunyu Arts and Cultural Centre (100% owned and operated)
- Tennant Creek IGA (50% share partnership with IBA, partnership Management Company operated)
- BP Tennant Creek (50% share partnership with IBA, partnership Management Company operated)
- Tenant Creek Funeral Services (50% share partnership with Centrecorp Aboriginal Corporation)
- Tenant Creek Hardware (50% share partnership with Centrecorp Aboriginal Corporation)

As recognised in their Strategic Plan, JCAC are continually looking to diversify its commercial and business interests to achieve long-term economic growth and viability.

The NT Government's Indigenous Procurement Policy, and regional service delivery models across all Agencies, are aligned with supporting the procurement of goods and services through Indigenous enterprise.

In addition, supporting Indigenous business growth, economic development, Indigenous training and employment will remain a focus for the NT Government for the life of the Agreement, and is also aligned with JCAC's strategic vision to train, employ and support Aboriginal people through its businesses, community and corporate services.

The approach

The NT Government and JCAC will set out an Implementation Plan that commits both parties to a set of principles and responsibilities to drive economic growth and viability across all of JCAC's current and future commercial and business interests.

The Implementation Plan will identify NT Government, and other agreed external stakeholders, support mechanisms and opportunities for business planning, business support, capacity and capability development, Indigenous training and employment development, to achieve long term growth and viability.

The Implementation Plan will identify synergies and linkages across JCAC owned businesses and enterprises and NT Government procurement patterns and regional investment strategies, to set out shared scope, roles and responsibilities, agreed short, medium and long term goals, procurement targets and other agreed approaches, and a process for regular review against the Implementation Plan.

NT Government commitments

Work with JCAC to identify existing and prospective commercial goods and services delivered by JCAC owned businesses that are connected to NT Government procurement patterns and needs, and set shared procurement targets inline with NT Government Indigenous Procurement Policy

Support JCAC Construction Unit growth and development, including mapping out future opportunities and potential for JCAC Construction Unit in regional commercial construction projects

Support Business Planning across all JCAC commercial and business interests, including identifying:

- JCAC businesses procurement targets to work to achieve NT Government contracts, goods and services
- programming and / or support required from NT Government to achieve goals

Support JCAC governance, operational and workforce review and planning to ensure short, long and medium term goals of JCAC's commercial interests can be met and governed effectively by JCAC

Support JCAC training, mentoring and employment pathways model supporting outcomes across all of JCAC's commercial and business interests.

JCAC commitments

Participate in a comprehensive Implementation Plan process with NT Government to achieve shared outcomes.

Commit to a process of business planning, capacity building and partnership across commercial and business interests.

Commit to improved performance against each commercial interest, improved profitability, and monitoring of performance through:

- appointment of operational and board level people in your commercial activities with strong expertise in the commercial world
- professional, ethical, and sound business management practices
- strong commercial oversight and governance

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

Partner with agreed external stakeholders identified in the Implementation Plan, and deliver on any contractual requirements that stem from the Implementation Plan.

Timeframe for Agreement of Implementation Plan

By 30 June 2022

High level implementation plan

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

	Goal
Short Term	Work with DIPL and TFHC to support the JCAC Construction Unit to deliver Housing Repairs and Maintenance Contracts in the CLAs and Barkly Region
	Work with DIPL to map out future opportunities for JCAC Construction unit in regional commercial construction projects
	CMC and DIPL engagement in JCAC Construction Unit Business Planning process, funded separately by the CLC
	Work with CMC and DCDD to identify existing commercial goods and services delivered by JCAC owned businesses that are connected to NT Government procurement needs
	Work with CMC and DCDD to set medium and long term procurement targets for contracts, goods and services across all of JCAC owned businesses
	Work with CMC to undertake thorough JCAC governance, operational and workforce review and planning to ensure short, long and medium term goals can be effectively supported by NT Government, and any other partners to the Agreement, and be delivered on sustainably by JCAC into the future.
Medium Term	Work with DITT to ensure that Business Plans are in place for all JCAC commercial and business interests
	Work with CMC and DCDD to achieve identified medium term procurement targets for NT Government contracts, goods and services
	Work with DITT to develop existing enterprises creating jobs and sustainable growth
	Work with DITT to enhance JCAC's training, mentoring and employment support model that supports employment outcomes across all JCAC enterprises
Long Term	Work with CMC and DCDD to achieve long term NT Government contracts and procurement activities that are contributing to economic development in the region
	Work with CMC and DITT to ensure that JCAC's commercial enterprises are benefiting Aboriginal people through economic development, training, employment and community program activities
	Work with CMC and DITT to ensure that JCAC recognised as a regional lead with an established best practice model in supporting Aboriginal training and employment outcomes.

SCHEDULE 4

Priority Area 3 – Strong Community and Social Services

Outcomes sought

Increase the level of legitimate JCAC engagement in community and social services being delivered to Aboriginal people in the CLAs and the Barkly through partnership and collaboration with existing service providers, and where appropriate increase JCAC's role in the design and delivery of agreed community and social services in the CLAs and the Barkly, to strengthen outcomes for Aboriginal people.

Background

JCAC is committed to working in partnership with local and regional Aboriginal service providers, and non-Aboriginal service providers, to support its members and Aboriginal people living in Tennant Creek and the Barkly Region to access quality community and social services that are culturally appropriate, build a stronger community, are flexible to people's individual needs, and are founded in best-practice program design, modelling and service delivery.

JCAC's Strategic Plan sets out the following high-level objectives that are relevant areas for JCAC growth and development under the goal of Strong Community and Social Services:

- Supporting children and families
- Supporting our youth
- Aged and disability support
- Safety and wellbeing
- Strong arts and culture

The approach

The NT Government and JCAC will set out an Implementation Plan that commits both parties to a set of principles and responsibilities and identify key community and social services that are delivered to CLA residents, and define JCAC's engagement role in the design and / or delivery of these services, including mechanisms for feedback and issue resolution.

The Implementation Plan will identify NT Government, JCAC and other external stakeholders with responsibility for community and social services delivered in Tennant Creek and the Barkly Region, and set out agreed collaboration and partnership modelling that can inform best practice service design, delivery, capacity building, issues management and continuous improvement

The Implementation Plan will create mechanisms to identify long term transfer of any agreed community and social services that are aligned with JCAC's strategic priorities to full community design and / or control.

The Implementation Plan will identify NT Government, and other external funding bodies, upcoming community and social services opportunities that are in line with JCAC's strategic community services objectives, and set out agreed collaboration and / or partnership modelling that will support JCAC in co-designing, preparing for these services and their implementation, so that services are delivered that meet the needs of Aboriginal people.

JCAC and the NT Government, regardless of what stage of service delivery achievement and / or transition has been attained, will commit to managing issues, risks and challenges openly and transparently through agreed approaches defined in the Implementation Plan.

NT Government commitments

Support JCAC to undertake thorough governance, operational and workforce review and planning across all JCAC Community and Social Services to ensure:

- short, long and medium term goals for JCAC service delivery and / or long term community control can be identified and met
- ensure effective use of CLA Community Centres (funded through ABA) through analysing service delivery partnerships and opportunities from these centres
- training, mentoring and employment pathways program design into Community and Social Services
- data, monitoring and evaluation frameworks are embedded across JCAC community-controlled and funded service delivery activities

Work with JCAC to define partnership models and approaches for all community and social services delivered in the Tennant Creek CLAs and the Barkly Region

Work with JCAC to identify programs and pathways for youth to develop their leadership and take on key leadership and employment roles in the region.

JCAC commitments

JCAC 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.

JCAC will commit to ongoing engagement members and Aboriginal people in the design and delivery of services.

JCAC will commit to participating in any current and future Aboriginal governance, local and regional collaboration, and consultation efforts to improve outcomes for JCAC, its members and the broader Tennant Creek community and Barkly Region, particularly those that arise out of this and other LDM Agreements that may emerge in the region, including the Barkly Regional Deal.

JCAC will continue to represent its members and Aboriginal children and families in the Tennant Creek and Barkly Region through supporting and collaborating with all existing service providers delivering community services, and strengthening delivery of JCAC community and social services, to support strong and healthy families and children through promoting culture, health, wellbeing and education.

JCAC will commit to the design and delivery of best practice youth services, including the design of an education pathways, training pathways, employment pathways model to support young people into economic, training and employment opportunities within JCAC and across the Barkly.

JCAC will continue to maintain its role as an advocate and service provider for old people and people living with a disability.

JCAC recognises its constitutional responsibility to support improved safety and wellbeing, and will do this by delivering and supporting programs and services that focus on this priority.

JCAC advocate for art and culture, in various forms, playing an essential role in preserving and passing on knowledge of the land, events and beliefs of our Aboriginal people.

Timeframe for Agreement of Implementation Plan

30 June 2022

High level implementation plan

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

	Goal
Short Term	Work effectively in partnership with TFHC in the delivery of the child and family centre service model, including defining partners who can support better health, social and emotional and education outcomes for children and families.
	Work effectively in partnership with TFHC in the delivery of Intensive Family Support and Kinship Care model
	Work with DIPL and Nyinkka Nyunyu Art and Culture Centre upgrade project completion
	Work with CMC and DITT for long term growth and programming for Nyinkka Nyunyu Art and Culture Centre to support art and culture program delivery
	Work with CMC and NIAA (ABA) in the construction of Community Centres in CLAs
	Work with CMC and TFHC to ensure effective use of Community Centres through analysing service delivery partnerships and opportunities from these centres
	Work with CMC, TFHC and NIAA to analyse all NT Government funded services and programs delivered in the CLAs, to determine those which Julalikari can better support, be engaged in or can transfer to long term JCAC delivery and / or community control
	Work with CMC to undertake thorough JCAC governance, operational and workforce review and planning to ensure short, long and medium term goals can be effectively supported by NT Government, and any other partners to the Agreement, and be delivered on sustainably by JCAC into the future.
Medium Term	Work with CMC, TFHC and NIAA to monitor service delivery outcomes and commence process of transition of any identified services to JCAC delivery, and deliver on any other agreed approaches
	Work with CMC and DITT to ensure Nyinkka Nyunyu Art and Culture Centre has a vibrant program of activity, supporting community involvement and empowerment in art and culture
	Work with CMC and DITT to ensure Education, Training and Employment Pathways Program in place for young people in Tennant Creek and the Barkly Region, maximising JCAC's opportunities as a major employer and business operator, that will support young people into long term employment outcomes within JCAC and across other opportunities in the Barkly Region.
	Work with CMC and TFHC to monitor delivery of agreed community and social services, including the utilisation of Community Centres in CLAs wherever possible, through a community development partnership approach.

SCHEDULE 4

	Work with CMC and DITT to support JCAC community and social services in becoming an employer of choice in the region through development of training, mentoring and employment support model that supports employment outcomes across all JCAC community services
	Work with CMC, TFHC and NIAA to identify programs and pathways for youth to develop their leadership and take on key roles in community and social services in the region.
Long Term	Work with CMC, TFHC and NIAA to support transition of identified JCAC community and social services to community-controlled service delivery models
	Work with CMC, TFHC and NIAA to ensure JCAC delivered community and social services are meeting the needs of the community and funding agreement requirements
	Work with CMC to ensure excellent data, monitoring and evaluation frameworks are embedded across community-controlled and funded service delivery activities
	Work with CMC, TFHC and NIAA, and any other required stakeholders, to have agreed approaches ensure long term outcomes for all community and social services delivered in the Tennant Creek CLAs and the Barkly Region.
	Work with CMC and DITT to ensure Aboriginal employment outcomes across all community and social services, with JCAC recognised as a regional lead with an established best practice model in supporting Aboriginal training and employment outcomes.



