



GURINDJI ABORIGINAL CORPORATION LOCAL DECISION MAKING

IMPLEMENTATION PLAN 2021 – 2023



GURINDJI
ABORIGINAL CORPORATION



**NORTHERN
TERRITORY**
GOVERNMENT



**National Indigenous
Australians Agency**

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Struggle & Triumph The Gurindji Past

Wave Hill Station

Wave Hill Station was established by Nat 'Bluey' Buchanan in 1884. The station was named after the 'waves' of fight on the low hills. Many Gurindji people were shot or beaten, until they accepted the role that was forced on them as cheap labour in the cattle industry. They worked on Wave Hill Station in return for meat scraps, tea and sugar for decades, and suffered terrible conditions.

The British Vestey company bought the station from the Buchanan family in 1914. The homestead was first located near Kalkaringi, on the other side of the Victoria River. In 1924, it was destroyed by a flood, said by local Gurindji to have been caused by a Gurindji rain-maker named Tinker Rarrawari. After the flood, Vestey's moved the homestead to Jinparrak, where the Wave Hill Walk-Off began.

In 1969, a shortage of water forced the Vestey Company to move the homestead again, to its current location at Jamangku.

The Wave Hill Walk-Off

When unionists offered to assist Gurindji elder Vincent Lingiari in 1966, he enacted the plan of senior Aboriginal men to leave Wave Hill. On 23 August 1966, Lingiari led two hundred Gurindji, Mudburra and Waripi people from Wave Hill Station (Jinparrak).

They walked from the station to the nearby riverbed, and refused to return. Aboriginal people on other stations did the same.

Lingiari wanted more than better work conditions, his people wanted their land.

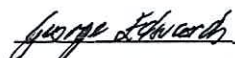
Lingiari
1968



Gurindji Aboriginal Corporation

Local Decision Making Implementation Plan 2021-23





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2. ABBREVIATIONS

BoD: Board of Directors

CFC: Child and Family Centre

CM&C: Department of the Chief Minister and Cabinet

DoE: Department of Education

DITT: Department of Industry, Tourism and Trade

DIPL: Department of Infrastructure, Planning and Logistics

EPaWS: Department of Environment, Parks and Water Security

FDF: Freedom Day Festival

GAC: Gurindji Aboriginal Corporation

GEH: Government Employee Housing

ILUA: Indigenous Land Use Agreement

LDM: Local Decision Making

MAP: Multi-Agency Partnership

NT: Northern Territory

NTG: Northern Territory Government

PBC: Prescribed Body Corporate

RCH: Remote Community Housing

RTB: Room To Breathe

TFHC: Department of Territory Families, Housing and Communities

GAC LDM IMPLEMENTATION PLAN



GAC Staff supporting the Uluru Statement of the Heart, 2017 National Constitutional Convention



3. BACKGROUND



Multi-purpose basketball court officially opened at the 2018 Freedom Day Festival

LDM is an NTG policy designed to facilitate cooperation between government and communities, supporting the transition of services and programs to community control¹. In November 2018, GAC, Australian Government and NTG signed and implemented GAC's first LDM MAP Agreement², with a 10 year commitment to work collaboratively to give a stronger voice to the Kalkaringi 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 key actions, new partners and fresh ambitions for the Gurindji people and the Kalkaringi community.

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

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



4. ACHIEVEMENTS



National Heritage Listed Wave Hill
Walk-Off Track pavilion

Implementation Plan 2018-20



- 52% increase in overall cash flow from 2018 – 2020, resulting in business growth increasing by 16.69% (net worth)
- 34% increase in employment expenditure from 2018 – 2020
- Gained \$3.5M Contractor Accreditation Limited accreditation, gaining electrical certification
- Completion of DIPL RCH upgrades contract – 10 dwellings
- Completion of TFHC RTB contract – 10 dwellings
- Completion of DIPL GEH contract – 13 dwellings
- Ownership of Lot 59 (old Kalkaringi clinic) to establish a new community centre - GAC Head Quarters, Kalkaringi CFC and community space
- Opening of Kalkaringi CFC at interim site and establishment of leadership advisory board
- LDM Exchange: regional partnership, working with Jawoyn Association Aboriginal Corporation to support each other through experience and expertise in areas of tourism and construction
- Positive working relationships with partners
- Designed proposal for the upgrade of Karungkarni Art and Culture Centre, endorsed
- Initiated application for ownership of Lots 88 & 92 for future development
- Supporting the monitoring and evaluation of the NTG LDM Policy through the establishment of a local research team, supporting Charles Darwin University's Ground Up team
- Successfully held two GAC Strategic Planning Workshops in Katherine 2019/2020
- Initiated process to obtain consent for GAC to sublease the Warnkurr Social Club, which is held under a Crown Lease in perpetuity
- Development of the Warnkurr Social Club Business Proposal 2020 – 2023
- Successfully held annual FDF
- Development of the Wave Hill Walking Track
- Construction of the multi-purpose basketball court which was officially opened at the 2018 FDF



5. GAC



Fireworks at the 2018 Freedom Day Festival

Gurindji Aboriginal Corporation



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 Kalkaringi in favour of Traditional Owners, with GAC becoming the PBC (also known as the Registered Native Title Body Corporate), for the ILUA.

The GAC ILUA incorporates all the land and waters within the boundary of the Town of Kalkaringi with Native Title rights extinguished 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 focuses 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 and housing
- Supporting and preserving Gurindji culture and heritage
- Supporting families, elderly and youth



GAC VISION



Old school tree



The vision of the GAC Directors and Members is...

“We advocate and work to improve the social and economic wellbeing of our community through enterprise, improved housing and facilities, local employment and preserving Gurindji culture and heritage”

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

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

Key priorities include delivering sustainable local employment outcomes, directing profits to community benefit, maintaining strong governance and financial accountability structures, and taking a strong, professional approach to public health and the prevention of harm to children and families.

It is our aim to:

- Increase the organisation’s capacity to deliver programs directly at the local level
- Work in partnership with organisations to ensure programs are culturally appropriate and aligned to community needs
- Prioritise 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 which improve opportunities for local employment and improved social outcomes.

** Information sourced from LDM Agreement Implementation Plan 2018-2020³, Warnkurr Social Club Business Proposal 2020-2023⁴, Kalkaringi Child and Family Centre – Business Plan⁵*



6. PARTNERSHIP



The GAC LDM Implementation Plan 2021-2023, driven by the GAC BoD, aims to create a future where culture and values connecting Gurindji 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 successful delivery of the LDM Implementation Plan 2021-23.

Partners have committed to:

- Respecting cultural, spiritual, social and economic connection to Country
- Building and maintaining open, honest and respectful two-way relationships which includes regular face-to-face communication in Kalkaringi
- Our relationship being 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 which may not have been previously thought possible
- Defining clear roles and mutual accountabilities, ensuring the parties to the partnership do what they say they are going to do
- Ensuring GAC BoD participation and voice is heard in all decisions affecting them
- GAC timely input into LDM processes is supported and valued
- Recognising capacity building within all of the parties is required to progress the Implementation Plan 2021-23 and achieve agreed outcomes
- Working together and supporting each other in addressing challenges... but also, together celebrating and promoting our successes.



Determination of native title by consent over the township of Kalkaringi for Gurindji People, May 2014



Staff members of the Kalkaringi Store and Caravan Park working at the 2019 Freedom Day Festival

7. IMPLEMENTATION PLAN



There are six headline strategies which have been identified for the Implementation Plan 2021-2023. These strategies have been developed through engagement and consultation with LDM partners and GAC BoD, and in alignment with the GAC strategic direction.

The Implementation Plan commences on 2 November 2021 and expires 2 November 2021.

Responsibilities for specific actions are outlined within the LDM Implementation Plan 2021-2023.



Sunset over the Kalkaringi Oval

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 Cultural Induction (Protocols and Awareness) program design • Recognition of cultural protocols • Knowledge sharing and training of all non-indigenous staff and visitors to Kalkaringi
Business Development and Contracting (governance and capacity)	<ul style="list-style-type: none"> • Businesses • Joint venture/strategic partnerships • Empowered BoD • Organisation capacity • Financial capacity
Youth Services, Child & Family	<ul style="list-style-type: none"> • Kalkaringi Community Plan • Social programs • Kalkaringi CFC
Community Housing	<ul style="list-style-type: none"> • Renegotiation of ILUA • Contribute to community program planning/design • Service delivery
Local Jobs and Training (for Local People)	<ul style="list-style-type: none"> • Job creation and employment pathways • Industry strategies and employment programs • Staff development and training
Community Recreation Facilities	<ul style="list-style-type: none"> • Upgrade of community oval • New youth park • New men's shed



Gurindji staff member, Simeon Long, and Director, Phillip Jimmy

MONITORING AND EVALUATION

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

The partners commit to holding an annual review meeting with all stakeholders which aligns to a GAC 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 Implementation Plan and any successful outcomes are profiled



CULTURAL STRENGTH AND RESPECT

#	Key Actions/Objectives	Measures of Success	Lead	Partners
1	Respecting and acknowledging GAC as the PBC in Kalkaringi. Engaging, supporting and providing advice where appropriate.	<ul style="list-style-type: none"> Increased level of engagement 	GAC	LDM Partners
2	Develop and implement a cross cultural training program to be delivered by Traditional Owners/advisors. GAC to develop Cultural Protocols and Cultural Awareness Course.	<ul style="list-style-type: none"> Cultural Protocols and Cultural Awareness Course developed 	GAC	CM&C, DITT
3	Cultural awareness training program to be implemented as a minimum requirement for partner funded programs and projects, with contractors and government staff based in Kalkaringi for a prolonged period to participate.	<ul style="list-style-type: none"> Number of people undertaking cross-cultural training. Providers contractually required to participate 	GAC	LDM Partners
4	<p>Seek opportunities to enhance, maintain and promote the iconic Gurindji history and National Heritage listed Wave Hill Walk-off Track, to preserve, educate and provide visitor experiences as a cultural and tourism destination.</p> <p>Opportunities include but are not limited to:</p> <ul style="list-style-type: none"> Gain heritage listing of Mr Vincent Lingiari’s gravesite and the old ‘Welfare House’ in Kalkaringi Input into NTG tourism, art and culture strategies and initiatives 	<ul style="list-style-type: none"> Development and/or advancement of initiatives such as the upgrade of the Karungkarni Art and Culture Centre Development of local tourism packages Development of local education packages 	GAC	DITT, DoE, CM&C, NIAA



CULTURAL STRENGTH AND RESPECT

#	Key Actions/Objectives	Measures of Success	Lead	Partners
4	<ul style="list-style-type: none"> Funding and/or service delivery through NTG and Commonwealth Government agencies Promotion of the Wave Hill Walk-off track through media and/or education Develop national school curriculum packages based on Gurindji and Land Rights history (online portal for use by all educational jurisdictions) Art Murals project in Darwin, Katherine and Kalkaringi/Daguragu, as a means of displaying the Gurindji and Walk-off as a part of the Northern Territory's proud heritage Raise awareness and promote the significance of the FDF nationally, including recognition of Land Rights and the importance of relationships with Australia's First Nations people Continue discussions to explore potential for Freedom Day as a Territory or National Public Holiday 			
5	Negotiate long-term funding agreements (3-5 Year) for delivery of Freedom Day Festival.	<ul style="list-style-type: none"> Successful negotiation and application of longer term funding agreements To work with NIAA to secure complementary funding support for annual festivals 	GAC	DITT, NIAA



BUSINESS DEVELOPMENT AND CONTRACTING - ECONOMIC DEVELOPMENT AND SUPPORT

#	Key Actions/Objectives	Measures of Success	Lead	Partners
6	Regular engagements with LDM partners to review current performances, seek and provide comprehensive feedback and identify development opportunities.	<ul style="list-style-type: none">• Increase in engagement and review processes with all partners• Successful tenders and outcomes• Improved quality of service delivery	CM&C	LDM Partners
7	Obtain consent for GAC to sublease the Warnkurr Social Club, which is held under a Crown Lease in perpetuity.	<ul style="list-style-type: none">• Commencement of sublease• Development and implementation of Alcohol Management Plan (AMP)• Increase in improved social outcomes	GAC	CM&C, DITT, DIPL
8	Investigate long term agriculture business development research opportunities.	<ul style="list-style-type: none">• Advancement of project/initiative and plan for research and feasibility options established	GAC	EPaWS, DITT



BUSINESS DEVELOPMENT AND CONTRACTING

- ECONOMIC DEVELOPMENT AND SUPPORT

#	Key Actions/Objectives	Measures of Success	Lead	Partners
9	<p>Regular engagement with DITT to identify available support for product development, marketing and growth of future GAC and Karungkarni Art tourism opportunities, including:</p> <ul style="list-style-type: none"> GAC to play a key role in the Big Rivers Regional Destination Management Plan Undertake feasibility study for 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 plan. 	<ul style="list-style-type: none"> Local and regional tourism strategy proposal developed inclusive of all potential opportunities Identification of priorities Strategic planning around priorities Development and delivery of tourism products Increase in community visitors 	DITT	GAC, NIAA
10	<p>LDM partners to encourage staff to utilise GAC accommodation when visiting Kalkaringi.</p>	<ul style="list-style-type: none"> Increase in agency use of local accommodation and services Improved accommodation options and experiences 	NTG	GAC, NIAA



BUSINESS DEVELOPMENT AND CONTRACTING

- GURINDJI CONSTRUCTION AND MAINTENANCE

#	Key Actions/Objectives	Measures of Success	Lead	Partners
11	Transfer of Lots 88 and 92 to GAC, with funding opportunities to support transition and development.	<ul style="list-style-type: none"> • Successful transfer of ownership of Lots • Funding opportunities for upgrades and maintenance identified and secured 	GAC	DIPL, DITT
12	Explore opportunities to combine Community Housing Upgrades (RCH) with Room to Breathe (RTB) packages in tenders to improve cost, efficiencies and create interesting work for GAC's local team's engagement, where the organisation is ready, has the capacity and it is linked to the organisation's strategic and business plans. Also consider including fencing upgrades in packages.	<ul style="list-style-type: none"> • An outlined package put to agencies • Improved quality of service delivery • Development of staff training plan/packages which address required skills • Increase in completion of training packages which complement GAC business and strategic plans • Increase in employment of qualified/licenced trades people • Increase in number of people obtaining relevant qualifications/licences 	GAC	DIPL, TFHC



YOUTH SERVICES & CHILD AND FAMILY

#	Key Actions/Objectives	Measures of Success	Lead	Partners
13	<p>Support and promote the Kalkaringi CFC and programs, including but not limited to:</p> <ul style="list-style-type: none">• Establish the new CFC facility at Lot 59 Kalkaringi, via renovation of the old clinic building which will also serve as GACs new 'corporate headquarters', and a community hub• CFC leadership advisory board• Implement community identified programs• Support community wellbeing• School attendance initiatives• Employment of key Aboriginal identified support positions	<ul style="list-style-type: none">• Centre officially opened• Strong governance• Positive promotion• Employment opportunities identified	CM&C	GAC, TFHC
14	<p>Identify emerging Gurindji youth leaders, and opportunities to support the development of youth programs on Gurindji country, on established Homelands.</p>	<ul style="list-style-type: none">• Youth leadership group formed• Increase youth engagement• Funded youth development programs in place	GAC	CM&C, TFHC



COMMUNITY HOUSING

#	Key Actions/Objectives	Measures of Success	Lead	Partners
15	Negotiate a new ILUA between the NTG and GAC for Kalkaringi Township to support construction of new RCH and GEH on the 17 Lots which are development-ready.	<ul style="list-style-type: none"> New ILUA established Plans drafted around potential new builds Successful tenders and outcomes 	GAC	DIPL, DITT, CM&C
16	Continued delivery on RCH and RTB contracts.	<ul style="list-style-type: none"> Ongoing contracts around upgrades 	GAC	DIPL, TFHC
17	Continue discussion regarding the safe demolition of RCH deemed “Beyond Economic Repair” on NTG Lots, and consider elevated dwelling in identified low areas subject to flooding.	<ul style="list-style-type: none"> Ongoing engagement and contract negotiation Safer community homes and residents 	DIPL	GAC, TFHC
18	Explore opportunities for GAC to deliver innovative designs and construction works for new RCH and GEH dwellings, including additional rooms in new build designs to address overcrowding.	<ul style="list-style-type: none"> Ongoing engagement between GAC and agencies 	GAC	DIPL, TFHC
19	Transition tenancy and maintenance management contracts in Kalkaringi to GAC, where the organisation is ready, has the capacity and it is linked to the organisation’s strategic and business plans.	<ul style="list-style-type: none"> GAC awarded the tenancy and maintenance management contracts in Kalkaringi 	TFHC	GAC



LOCAL JOBS AND TRAINING (FOR LOCAL PEOPLE)

#	Key Actions/Objectives	Measures of Success	Lead	Partners
20	Develop and implement long-term local training and development pathways for GAC staff aligned with key project work and high demand skills.	<ul style="list-style-type: none">• Developed, implemented and maintained Workforce Development Plan• Scheduled and delivered Training courses aligned to jobs• Increase in trained, upskilled and qualified local employees/community members	GAC	DITT, NIAA
21	Strengthen links between Community Development Program and GAC enterprises to maximise local employment outcomes.	<ul style="list-style-type: none">• Stronger local working relationships• Increase in trained and qualified local employees/community members• Increase in local employment	GAC	DITT
22	Work collaboratively with CM&C and DoE to develop joint strategies, including work experience, school-based traineeships, and school-based apprenticeships, to support school-to-work pathways for young people.	<ul style="list-style-type: none">• Increase in youth engagement• Aligned to Measures of Success from Action 20	GAC	DITT, DoE, CM&C



LOCAL JOBS AND TRAINING (FOR LOCAL PEOPLE)

#	Key Actions/Objectives	Measures of Success	Lead	Partners
23	Continue to identify and pursue employment and training opportunities within other key industries operating throughout the region within NIAA funded programs.	<ul style="list-style-type: none">• Stronger working relationships across the region around employment and training opportunities• Increase in broader employment opportunities particularly for youth	GAC	DITT, DIPL, TFHC, NIAA
24	Consultant support for GAC's growing human resource needs including organisational structures, policies and procedures and successions planning.	<ul style="list-style-type: none">• Improved governance and business acumen	GAC	CM&C, DITT



COMMUNITY RECREATION FACILITIES

#	Key Actions/Objectives	Measures of Success	Lead	Partners
25	Upgrade of the Kalkaringi Community Oval which supports community health and wellbeing across all age groups.	<ul style="list-style-type: none">• Advancement of proposed upgrades• Improved community space/facility• Increase in scheduled events	GAC	DoE, TFHC, CM&C
26	Explore funding support for skate and BMX facilities for local youth health and wellbeing.	<ul style="list-style-type: none">• Development of proposal including costings• Development and maintenance of a community skate/BMX facility	GAC	TFHC, CM&C
27	Explore funding support for a new Men's Shed at Kalkaringi to support men's wellbeing and leadership development.	<ul style="list-style-type: none">• Development of proposal including costings• Establishment of men's shed• Increase in community wellbeing	GAC	TFHC, CM&C



8. REFERENCES



Native Title Holders at the federal court hearing with the determination of Native Title by consent over the township of Kalkaringi for Gurindji People, May 2014

1. Northern Territory Government Local Decision Making Framework Policy
2. Gurindji Aboriginal Corporation Northern Territory Government Multi-Agency Partnership Local Decision Making Guiding Principles
3. Gurindji Aboriginal Corporation Local Decision Making Multi-Agency Partnership Implementation Plan 2018-20
4. Warnkurr Social Club Business Proposal 2020-2023
5. Kalkaringi Child and Family Centre – Business Plan