

URAPUNGA ABORIGINAL CORPORATION

Local Decision Making Agreement
Implementation Plan 2024-2027



Urapunga Aboriginal Corporation (UAC)

PMB 202 via Katherine
Wilton NT 0852

Tanya Egerton - CEO
M: 0482 568 100
E: urapungaac@gmail.com

Clifford Duncan - Chair
M: 0457 227 366
E: cduncan408@gmail.com

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Message from the Board

We are proud to present this Local Decision Making Agreement in partnership with the Northern Territory Government and key partners. This is a significant step in our journey for self-determination and is a milestone that aligns seamlessly with our Strategic Plan for 2024-2027. This agreement is more than a formality, it is the start of a collaborative journey with the Commonwealth, Northern Territory, and Local Governments, aimed at bringing substantial benefits to the Urapunga community.

In our journey, we have faced our share of challenges, which have tested our resilience but have also been key opportunities for learning and highlighted areas for improvement. Recognising the importance of strong leadership and governance, we have taken significant steps to strengthen our organisation. This has been achieved through the development of a robust governance system and a focus on training and leadership development, to build the capacity of and empower our board and members.

The appointment of our CEO, Tanya Egerton, marks a pivotal step in our journey towards better governance and management. Tanya brings a wealth of experience and a fresh perspective that are instrumental in navigating the complexities of our mission. Further demonstrating our commitment to excellence and progress, the Board has pledged unwavering support to these governance enhancements, ensuring that we are better equipped to face future challenges and seize opportunities.

At the Urapunga Aboriginal Corporation, our mission revolves around enhancing community leadership, preserving our cultural heritage, fostering prosperity, and ensuring a safe, healthy environment for everyone. Our Strategic Plan, developed through in-depth consultations, is our roadmap for achieving these goals, focusing on economic development, cultural well-being, infrastructure improvements, and organisational sustainability.

This Local Decision Making agreement serves as a vital tool in realising our strategic objectives, helping us to maintain our independence while honouring the legacy and vision of our ancestors for our youth. We are very grateful for the support from the Northern Territory Government Department of the Chief Minister and Cabinet Big Rivers, and to all our partners and stakeholders for their commitment to this journey.

By embracing the Local Decision Making Agreement, we are collectively committing to a community-owned and led approach, that is a transparent, inclusive, and accountable approach to implementing our plans—key elements in advancing the mission of the Urapunga Aboriginal Corporation and empowering our community.

Let us move forward together on this path, each step bringing us closer to realising our shared vision.

Clifford Duncan

Chair of the Board

Urapunga Aboriginal Corporation

Urapunga Aboriginal Corporation

Local Decision Making Agreement and Implementation Plan 2024-2027

The Hon Eva Lawler MLA
Chief Minister
Northern Territory Government

Clifford Duncan
Chairperson
Urapunga Aboriginal Corporation

Date:/...../2024

Date:/...../2024

The Hon Selena Uibo MLA
Minister for Local Decision Making
Northern Territory Government

Dennis Duncan
Director
Urapunga Aboriginal Corporation

Date:/...../2024

Date:/...../2024

Bridgette Bellenger
Group Manager - Central
National Indigenous Australians Agency

Hannah Duncan
Director
Urapunga Aboriginal Corporation

Date:/...../2024

Date:/...../2024

Tony Jack
Mayor
Roper Gulf Regional Council

James Woods
Director
Urapunga Aboriginal Corporation

Date:/...../2024

Date:/...../2024



Urapunga Aboriginal Corporation Local Decision Making Agreement and Implementation Plan 2024-2027

Jake Quinlivan
Regional Executive Director
Department of the Chief Minister and Cabinet

Susan King
Regional Director
Department of Industry, Tourism and Trade

Date:/...../2024

Date:/...../2024

Jessica Powter
Executive Director Northern Region
Department of Infrastructure,
Planning and Logistics

Kathryn Freeman
Regional Executive Director
Department of Territory Families, Housing and
Communities

Date:/...../2024

Date:/...../2024

Susan Bowden
Deputy Chief Executive Agency Services
Department of Education

Kylie Anderson
Commander - Northern Command
NT Police

Date:/...../2024

Date:/...../2024





CONTEXT

The UAC, representing the Urapunga community, is committed to enhancing community leadership, preserving cultural heritage, promoting prosperity, and ensuring a safe and healthy environment for its members.

In 2024, we introduced our Strategic Plan for the years 2024-2027, a blueprint developed through comprehensive consultations with our board, the Urapunga community, and key stakeholders. This plan highlights the importance of local governance and collective goals, seeking to propel progress in four primary areas: Economic Development, Health and Cultural Wellbeing, Infrastructure Improvement, and Organisational Governance and Sustainability.

This Local Decision Making Agreement and Implementation Plan 2024-2027 are tailored to support our strategic aims. The assistance of our partners is indispensable not only for achieving our objectives but also for preserving the Urapunga Aboriginal Corporation's independence in charting a future that respects the visions of our ancestors and elders for our youth.

Crucially, this plan aligns with several key objectives and targets of the Closing the Gap agreement, evidencing our dedication to improving outcomes through self-determination. Furthermore, it complements the Northern Territory Aboriginal Affairs Strategy 2019-2029, a visionary 10-year

plan by the NTG, designed to transform government interactions with Aboriginal Territorians, focusing on supporting community aspirations and delivering better outcomes.

We express our gratitude to the Northern Territory Government Department of the Chief Minister and Cabinet Big Rivers for their contribution to the development of this plan and to our partners and stakeholders for their cooperation. It is through this collective effort that we strive to realise our shared goals and aspirations.

By endorsing the Local Decision Making Agreement and Implementation Plan, all involved parties commit to a transparent, inclusive, and responsible execution of these initiatives, aligning with the principles of Local Decision Making which advocate for self-determination, adaptability, co-design, and community leadership.

Together, these efforts reflect our unwavering commitment not just to achieving specific targets but to fostering a community that is empowered, sustainable, and deeply connected. We express our gratitude to all who have contributed to the development and endorsement of these plans, as we stride confidently towards a future led by the Urapunga Aboriginal Corporation for our community.

Our People

The Urapunga Aboriginal Corporation is made up of ten elected board members:



Chairperson
Clifford Duncan



Director
James Woods



Director
Antonella Pascoe



Director
Kirsten Daniels



Director
Dennis Duncan



Director
Lansen Paddy



Director
Elaine Daniels



Director
Margaret Duncan



Director
Hannah Duncan



Director
Wayne Collins



Chief Executive Officer
Tanya Egerton

Our Vision

Our vision is to cultivate an empowered and self-sustaining community that thrives independently, guided by its own determination and resilience.

We envision a future where our community prospers through collaborative efforts, innovative solutions, and a steadfast commitment to self-determination, ensuring a flourishing and sustainable legacy for generations to come.

Our Values

Country

Our connection is to our Country - it is where we belong and it defines who we are.

Culture

Our culture holds everything we require, and it is our duty to ensure its strength and preservation.

Family

Family comes first. We are a united entity, bonded together through kinship.

Integrity

We act with honesty and do our work in the proper way as our Ancestors would expect.

Leadership

We embrace our responsibilities and show respect for traditional governance systems and value the wisdom of our Elders.

Trust

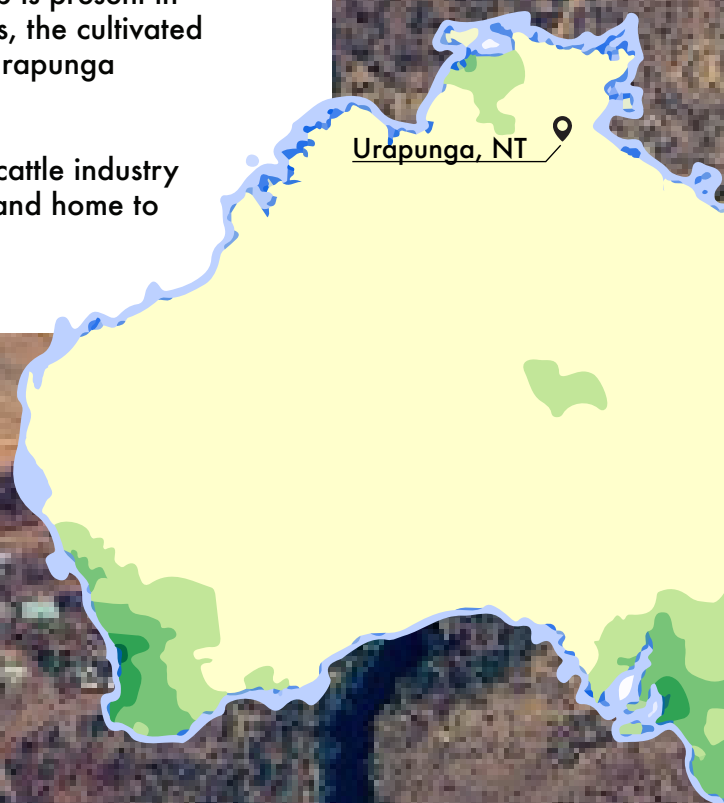
We value mutually supportive relationships and uphold principles of truth and accountability.

Location

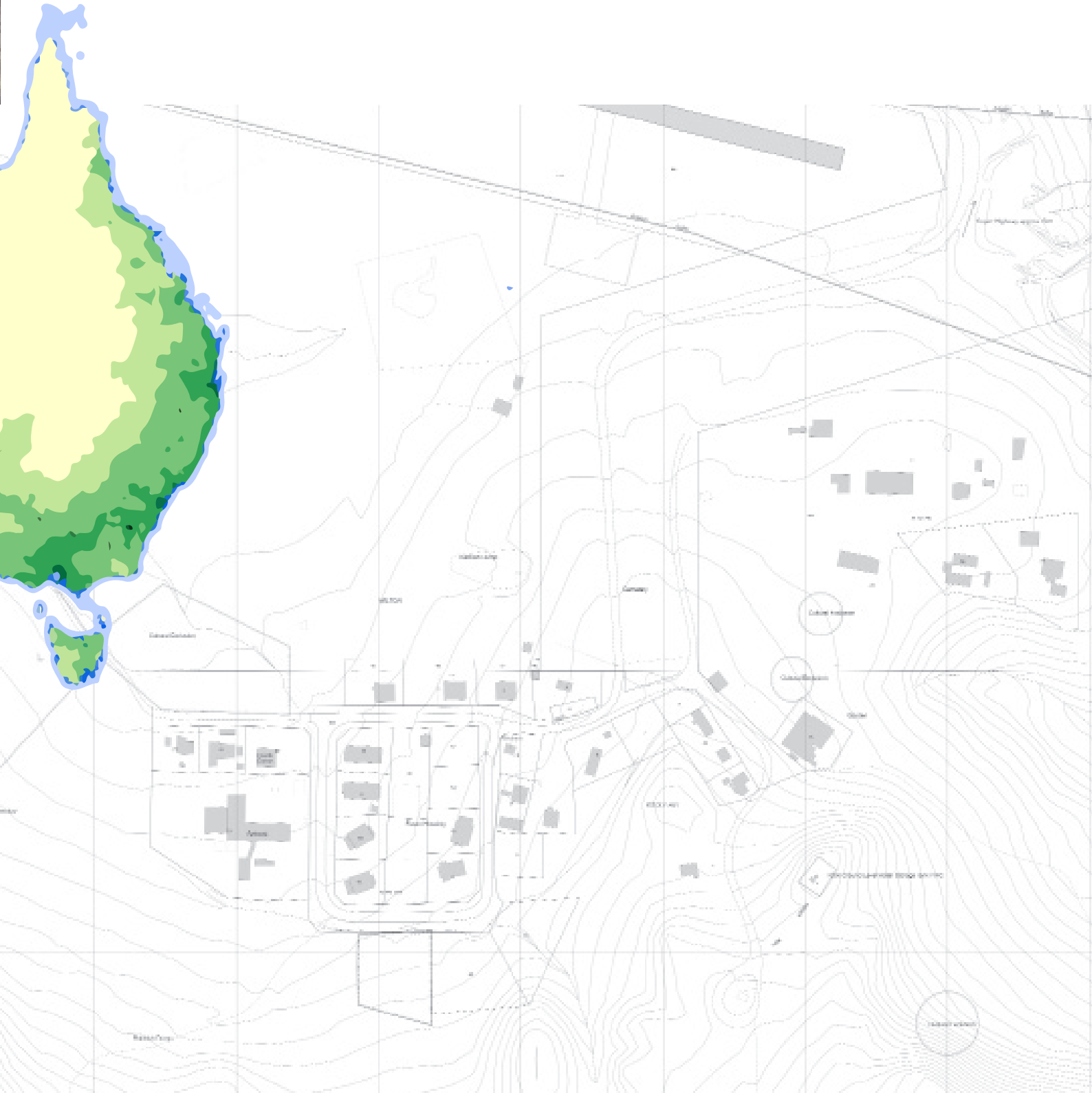
Urapunga, NT:

Urapunga is a small Aboriginal community nestled between the Roper and Wilton Rivers, below the southern border of Arnhem Land in the Northern Territory. The Urapunga community have lived on and cared for the area since time immemorial. Their custodianship is present in the landscape, in the burial caves and rock art shelters, the cultivated Country and living descendants spread between the Urapunga community, and beyond.

The community was initially established to service the cattle industry and is now rightfully owned by traditional custodians and home to approximately 180 people.



The Township of Urapunga (also known as Rittarangu and Yutpundji) and all activities conducted on the land is exclusively controlled and managed by the Urapunga Aboriginal Corporation.



Implementation Plan

The Urapunga Aboriginal Corporation, Local Decision Making Agreement and Implementation Plan 2024-2027 will focus on four strategic priorities identified in the Urapunga Aboriginal Corporation Strategic Plan 2024-2027.

1. Economic Development
2. Health and Cultural Wellbeing
3. Infrastructure Improvement
4. Organisational Governance and Sustainability

These strategic priorities have been developed through engagement and consultation with Local Decision Making Partners and in alignment with the Urapunga Aboriginal Corporation's priorities and vision.

The Local Decision Making Implementation Plan 2024-2027 commences upon the date of signing and will be updated three years from this time. As part of their commitment to the Local Decision Making process, partners agree to continue to work in good faith to achieve the identified outcomes of the Implementation Plan 2024-2027, until they have been completed, a new Implementation Plan is signed, or the Urapunga Aboriginal Corporation advises they are no longer priorities. This includes regular reporting against identified actions and other applicable undertakings by all Local Decision Making partners.

Beyond the direct actions identified under the four headline strategies, this Implementation Plan represents the ongoing commitment of partners to have closer working relationships with the Urapunga Aboriginal Corporation, include the Urapunga Aboriginal Corporation at key community meetings, and strengthen the support and delivery of programs which are priorities for the Urapunga Aboriginal Corporation and the Urapunga community.

Partners to the Implementation Plan are also responsible for leading how their contractors engage with the Urapunga Aboriginal Corporation and the broader Urapunga community, with the Urapunga Aboriginal Corporation the key contact point for the resolution of any issues, opportunities or queries in Urapunga.

Monitoring and Evaluation

The Local Decision Making Agreement and Implementation Plan will be an evolving document and through regular engagement between the partners will be assessed and updated as required. Partners commit to meet and formally review the execution of the Implementation Plan annually, and also to develop clear, honest, and open communication channels to support actioning of objectives and fostering of sustainable relationships.

This review process will allow the partners to:

- i. Report on the progress of actions and work together to address any emerging barriers to successful implementation;
- ii. Measure and report on key socio-economic outcomes;
- iii. Agree on any changes within the Implementation Plan to reflect changing priorities, addressing emerging opportunities or issues and/or alternative approaches which may be required; and
- iv. Ensure communities continue to be informed of the LDM Implementation Plan and any successful outcomes are profiled.

Agreement

The Urapunga Aboriginal Corporation and the three levels of government all have key roles to play in working together to create positive, sustainable change for the Urapunga community. Consistent with Local Decision Making principles, the priorities of the Agreement and associated Implementations are driven by the Urapunga Aboriginal Corporation Board of Directors, who will have a genuine voice in developing local solutions for local issues, and assume greater control of decisions that impact the Urapunga Aboriginal Corporation and the Urapunga community.

By signing this Agreement, partners commit to strengthening existing relationships, aligning community and government priorities, and pursuing current and future socio-economic opportunities that benefit the Urapunga community. All partners agree to work together to support the transition of identified services to community control, implementation of agreed actions, and maintenance of open and respectful communication channels.

Ultimately, the Agreement aims to create a future where the culture and values connecting Urapunga residents to Country are sustained and celebrated, and future generations have improved opportunities for health, wellbeing, and prosperity.



Strategic Priorities and Goals

Strategic Priorities	Goals
<p>Economic Development (Employment, Training, and Education)</p>	<p>Goal 1: Promote sustainable business development that not only facilitates training and educational pathways but also creates employment and job opportunities for the Urapunga community.</p>
<p>Health, Cultural and Community Wellbeing</p>	<p>Goal 2: Enhance community health and well-being by prioritising the enhancement of healthcare delivery quality while also strengthening ties to Country, culture, and family.</p>
<p>Infrastructure and Assets</p>	<p>Goal 3: Plan, prioritise, and oversee essential infrastructure and assets that underpin opportunities for economic, social, and cultural development.</p>
<p>Organisation Governance and Sustainability</p>	<p>Goal 4: Foster empowered governance and leadership within both the Urapunga Aboriginal Corporation and the broader community.</p>

This LDM Agreement and Implementation Plan 2024-27 aligns with the Closing the Gap priority reforms and socio-economic targets including:

Socio-economic target	Alignment
<p>1 Aboriginal and Torres Strait Islander people enjoy long and healthy lives.</p>	<p>Goal 1 Goal 2 Goal 3</p>
<p>2 Aboriginal and Torres Strait Islander children are born healthy and strong.</p>	<p>Goal 2</p>
<p>7 Aboriginal and Torres Strait Islander youth are engaged in employment or education.</p>	<p>Goal 1</p>
<p>8 Strong economic participation and development of Aboriginal and Torres Strait Islander people and communities.</p>	<p>Goal 1</p>
<p>9 Aboriginal and Torres Strait Islander people secure appropriate, affordable housing that is aligned with their priorities and need.</p>	<p>Goal 3</p>
<p>14 Aboriginal and Torres Strait Islander people enjoy high levels of social and emotional wellbeing.</p>	<p>Goal 2 Goal 3</p>
<p>16 Aboriginal and Torres Strait Islander cultures and languages are strong, supported and flourishing.</p>	<p>Goal 2</p>
<p>17 Aboriginal and Torres Strait Islander people have access to information and services enabling participation in informed decision-making regarding their own lives.</p>	<p>Goal 4</p>



Closing the Gap
<https://www.closingthegap.gov.au>

This LDM Agreement and Implementation Plan 2024-27 aligns with the Northern Territory Aboriginal Affairs Strategy 2019–2029 focus areas including:

Focus areas	Alignment
<p>1 Truth and Healing: Aboriginal Territorians are empowered to participate in and lead decision making through the recognition and celebration of Aboriginal people, history and culture.</p>	<p>Goal 1 Goal 2 Goal 3 Goal 4</p>
<p>2 Languages and Culture: Aboriginal cultures and languages are valued and celebrated.</p>	<p>Goal 2</p>
<p>3 Land and Sea: Aboriginal Territorians enjoy economic and social benefits from land and sea use and ownership.</p>	<p>Goal 1</p>
<p>4 Children and Families: Aboriginal families are strong, and children are able to reach their full potential.</p>	<p>Goal 2</p>
<p>5 Housing and Essential Infrastructure: Aboriginal communities have access to appropriate and secure housing with supporting infrastructure.</p>	<p>Goal 3</p>
<p>6 Health: Aboriginal Territorians lead healthy lives and achieve positive social and emotional wellbeing.</p>	<p>Goal 2</p>
<p>7 Education: Aboriginal students are successful and confident in their education journey.</p>	<p>Goal 1</p>
<p>10 Jobs and Economy: Aboriginal Territorians participate in and contribute to the local and broader economy.</p>	<p>Goal 1</p>



Everyone Together 2019–2029 • Northern Territory Government Aboriginal Affairs Strategy

https://aboriginalaffairs.nt.gov.au/__data/assets/pdf_file/0003/981624/Everyone-Together-Aboriginal-Affairs-Strategy-2019-2029.pdf

PRIORITY AREA #1

Economic Development (Employment, Training, and Education)



Goal 1: Promote sustainable business development that not only facilitates training and educational pathways but also creates employment and job opportunities for the Urapunga community.

To achieve this goal, we will:	Why do it:	How we know we have succeeded:	Lead	NTG / Commonwealth / Other Partners
SHORT TERM PRIORITY (1years)				
<p>Priority 1.1: Review and renew lease agreements on all buildings within the Urapunga Township area (NT Por 1545) under the UAC</p>	<ul style="list-style-type: none"> - Lease agreements have expired and require legal formalisation - Facilitate the management of the lease agreements by UAC 	<p>KPI 1: All lease agreements have been reviewed and approved by the board</p> <p>KPI 2: Formal lease agreements are in place for all buildings</p>	UAC	DIPL
<p>Priority 1.2: Explore prospective subcontracting possibilities with our partners, including but not limited to building and repair services, cleaning, as well as administration and management roles</p>	<ul style="list-style-type: none"> - Provide local business and employment opportunities 	<p>KPI 3: An assessment of subcontracting opportunities have been completed been mapped</p>	UAC	NIAA / RGRC / DITT / DIPL
<p>Priority 1.3: UAC will take the lead in supporting the local decision-making process for opportunities associated with the Remote Jobs and Economic Development Program in Urapunga</p>	<ul style="list-style-type: none"> - Enhance oversight and community-driven decision-making in the delivery of the Remote Jobs and Economic Development (RJED) program. - Provide local business and employment opportunities 	<p>KPI 4: Assessment of current and future employment opportunities have been mapped</p> <p>KPI 5: Allocated jobs have been funded under RJED</p>	UAC	NIAA

Priority 1.4: Leverage the opshop as a platform for enterprise training and skills building for young people	- Increase capabilities in business and interpersonal skills that lead to employment and enterprise development	KPI 6: Secure funding to support infrastructure development, operations, and training KPI 7: Delivery and completion of training	UAC	NIAA / DITT
Priority 1.5: Increased authority and local decision making of UAC in matters relating to the School	- Enhanced collaboration and cohesion between UAC and DOE	KPI 8: Local Education and Decision Making Committee has been established	DOE	UAC
To achieve this goal, we will:	Why do it :	How we know we have succeeded:	Lead	NTG / Commonwealth / Other Partners
MEDIUM TERM PRIORITY (2 years)				
Priority 1.6: Investigate the viability of establishing local enterprise. Such as: - Aged Care - Cleaning - Tourist Accommodation - Worker Accommodation	- Provide local business and employment opportunities - Provide training and up-skilling opportunities - Generate revenue for the UAC	KPI 9: A business case has been completed for consideration by the board	UAC	NIAA / DITT / RGRC
To achieve this goal, we will:	Why do it :	How we know we have succeeded:	Lead	NTG / Commonwealth / Other Partners
LONG TERM PRIORITY (3 years)				
Priority 1.7: Develop approved enterprises under UAC, identified as being viable, sustainable and within organisational capacity in line with Priority 1.6	- Provide local business and employment opportunities. - Revenue generation for UAC	KPI 10: Commenced implementation of approved business plans	UAC	DITT / RGRC
Priority 1.8: Establish a Workforce Development Plan for identified enterprises under Priority 1.7	- Provide relevant training and skills development	KPI 11: The enterprise is supported by a local workforce, ensuring its viability	UAC	DITT

<p>Priority 1.9 Construct an Arts and Cultural Centre</p>	<ul style="list-style-type: none"> - Foster creativity, arts, and culture. - Cultural tourism opportunities. - Indigenous Business development and employment opportunities 	<p>KPI 12: A plan has been developed for the art and cultural centre and approved by the board</p> <p>KPI 13: Funding has been secured for the building and construction</p> <p>KPI 14: Construction of the art and cultural centre has been completed</p>	<p>UAC</p>	<p>TFHC / DIPL / DITT</p>
<p>Priority 1.10: Increased pathways for children and young people to engage in education, learning and development opportunities</p>	<ul style="list-style-type: none"> - Increase delivery of early childhood education and learning - Family support is needed for those with babies and young children - Increase attainment of a Year 12 or equivalent qualification 	<p>KPI 15: A feasibility study has been completed for a daycare centre / creche</p> <p>KPI 16: The FaFT Program has been reinstated</p> <p>KPI 17: Additional teachers have been hired to accommodate learners based on their age and skill level</p> <p>KPI 18: Flexible learning opportunities including distance education is in place</p>	<p>UAC</p>	<p>DOE / RGRC</p>

PRIORITY AREA #2

Health, Cultural and Community Wellbeing



Goal 2: Enhance community health and well-being by prioritising the enhancement of healthcare delivery quality while also strengthening ties to Country, culture, and family.

To achieve this goal, we will:	Why do it:	How we know we have succeeded:	Lead	NTG / Commonwealth / Other Partners
SHORT TERM PRIORITY (1 years)				
<p>Priority 2.1: Provide a school holiday program for young people</p>	<ul style="list-style-type: none"> - Increased number of young people in Urapunga during the holidays that require engagement - Limited sports and recreational facilities exist and programs are required to provide supplement activities - Increase the health and wellbeing of young people 	<p>KPI 19: A partnership has been established with providers for school holiday activities</p> <p>KPI 20: A calendar of school holiday activities in place and promoted to young people</p>	UAC	TFHC / RGRC
<p>Priority 2.2: Begin the planning process for bush camps catering to both men and boys, as well as women and girls</p>	<ul style="list-style-type: none"> - Celebrate and strengthen culture - Increase the health and well-being of young people - Reinforce Language and Culture 	<p>KPI 21: Local committee has been formed to map out the cultural camps</p> <p>KPI 22: Funding has been identified and secured for a future camp in year two</p>	UAC	TFHC /NIAA
To achieve this goal, we will:	Why do it:	How we know we have succeeded:	Lead	NTG / Commonwealth / Other Partners
MEDIUM TERM PRIORITY (2 years)				
<p>Priority 2.3: Participate in and represent Urapunga at the Barunga Festival by hosting a booth that celebrates arts and culture as an integral part of the Urapunga Arts Collective</p>	<ul style="list-style-type: none"> - To showcase the unique art and culture of Urapunga to the region - Build enterprise skills for young people running the stall 	<p>KPI 23: Funding has been secured to develop products for sale, and to set up a stall at the Barunga Festival</p>	UAC	RGRC / CM&C

<p>Priority 2.4: Deliver a series of community celebrations and activities in Urapunga dedicated to celebrating the history, culture, and Country</p>	<ul style="list-style-type: none"> - To celebrate the unique history of Urapunga – recognising ancestors, stories, and culture - Increase community engagement, reinforce identity and pride – especially in young people 	<p>KPI 24: A comprehensive event plan for a range of celebratory activities has been developed</p> <p>KPI 25: Funding has been secured to develop the annual celebration</p> <p>KPI 26: Celebration has been delivered in Urapunga</p>	<p>UAC</p>	<p>NIAA / CM&C / RGRC</p>
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PRIORITY AREA #3

Infrastructure and Assets



Goal 3: Plan, priorities, and oversee essential infrastructure and assets that underpin opportunities for economic, social, and cultural development.

To achieve this goal, we will:	Why do it:	How we know we have succeeded:	Lead	NTG / Commonwealth / Other Partners
SHORT TERM PRIORITY (1years)				
Priority 3.1: Install a pedestrian gate with a mechanical spring / gate closer at the air strip	<ul style="list-style-type: none"> - Improve accessibility to the airstrip for those departing and arriving on flights - Currently, passengers must jump the fence if the main gate is locked 	KPI 27: A pedestrian gate has been installed at the airstrip	RGRC	DIPL
Priority 3.2: Explore options for support to establish a laundry mat for community use at LOT 33	<ul style="list-style-type: none"> - Provide access to laundry facilities to families that are without washing machines - Improve health and hygiene 	KPI 28: A washing machine has been installed and is accessible to community members for use	UAC	NIAA
Priority 3.3: Develop a Urapunga Community Town Plan	<ul style="list-style-type: none"> - Ensure there is a comprehensive town map of the future requirements of the community including, housing, services, sports and recreation, cultural and economic activities 	<p>KPI 29: Review of the existing Town Plan conducted by Roper Gulf Regional Council in 2019</p> <p>KPI 30: Engagement with Town Planner, UAC and stakeholders in the development of the future plan</p> <p>KPI 31: Final Town Plan is approved by the UAC board and accessible to stakeholders</p>	RGRC	DIPL

<p>Priority 3.4: Maintenance and upgrades to the cemetery</p>	<ul style="list-style-type: none"> - Increase the space to allow for future burial sites - Ensure a registry of grave sites, so family can trace their ancestors - Ensure future generations are able to identify the burial sites of their families 	<p>KPI 32: Cemetery perimeters have been extended</p> <p>KPI 33: A map has been created of the cemetery with clearly marked sites</p> <p>KPI 34: All graves are marked with headstones - grave marker plaque engraved cross or similar</p>	RGRC	CM&C / UAC
<p>Priority 3.5: Explore options for support to construct a deck and fencing around the op-shop and storage container</p>	<ul style="list-style-type: none"> - Increase accessibility to the op-shop for residents - Increase security and decrease risk of accidents or theft. - Additional space for community gatherings and creative / cultural activities 	<p>KPI 35: A deck and fence have been installed at the op-shop</p>	UAC	NIAA
<p>Priority 3.6: Explore options for Township Leasing</p>	<ul style="list-style-type: none"> - Increased control of land and assets - Increased economic benefits for UAC 	<p>KPI 36: A study has been developed that determines the transition to a Community-entity model</p>	UAC	NIAA
<p>To achieve this goal, we will:</p>	<p>Why do it:</p>	<p>How we know we have succeeded:</p>	<p>Lead</p>	<p>NTG / Commonwealth / Other Partners</p>
<p>MEDIUM TERM PRIORITY (2 years)</p>				
<p>Priority 3.7: Relocate town WMF to a location ideally situated near the sewerage pond</p>	<ul style="list-style-type: none"> - The WMF currently sits in a prime location that could be used for housing and tourism related activities - Increase the accessibility of the WMF 	<p>KPI 37: The WMF relocation site has been identified in the Town Plan</p> <p>KPI 38: Relocation of the WMF has been completed</p>	RGRC	UAC

<p>Priority 3.8: Expand the availability of suitable housing, with particular emphasis on design features for disability and aged care needs, in line with the Room to Breathe and Remote Housing Program</p>	<ul style="list-style-type: none"> - Increase availability of housing to reduce overcrowding - Enhance the quality of life for many residents with physical (including Machado-Joseph Disease) and age-related disabilities 	<p>KPI 39: A housing reference group has been established to determine future housing needs</p> <p>KPI 40: Zoning of land for additional housing has been completed and new blocks have been allocated</p> <p>KPI 41: Identified lots have been modified in line with the Room to Breathe Program</p> <p>KPI 42: New houses have been established.</p>	<p>DIPL</p>	<p>TFHC / UAC</p>
<p>Priority 3.9: Explore options to install a Telstra Tower to improve connectivity</p>	<ul style="list-style-type: none"> - Increase connectivity within the community - Increase economic opportunities - Decrease risk. i.e. appropriate management of emergency situations 	<p>KPI 43: Funding has been secured for the Telstra Tower</p> <p>KPI 44: Telstra Tower has been installed and is functioning as required</p>	<p>NIAA</p>	<p>DCDD / UAC</p>
<p>Priority 3.10: Build a multi-functional community space / office on LOT 31 (Roper Gulf Office)</p>	<ul style="list-style-type: none"> - Limited infrastructure exists in Urapunga - There is a need for spaces that support business activities, recreational pursuits, and emergency situations - Support delivery of Roper Gulf regional Council Services 	<p>KPI 45: Building and construction has been completed</p>	<p>UAC / RGRC</p>	

<p>Priority 3.11: Explore options for support to acquire vehicles for carrying out Urapunga Aboriginal Corporation operations. (1 x people carrier / 1 x Tray back Ute)</p>	<ul style="list-style-type: none"> - Increase efficiency and productivity of the corporation 	<p>KPI 46: Funding for a vehicle has been identified</p> <p>KPI 47: A plan for use and maintenance has been developed and approved by the board</p> <p>KPI 48: A vehicle has been secured for use</p>	UAC	NTG / NIAA
<p>To achieve this goal, we will:</p>	<p>Why do it:</p>	<p>How we know we have succeeded:</p>	<p>Lead</p>	<p>NTG / Commonwealth / Other Partners</p>
<p>LONG TERM PRIORITY (3 years)</p>				
<p>Priority 3.12: Renovation of the playground area.</p> <p>Including but not limited to the removal of sand and its replacement with a soft play mat flooring, along with the installation of solar lights</p>	<ul style="list-style-type: none"> - Ensure safety and compliance with Australian Standards - Reduce infections caused by bacteria and parasites in the sand - Solar lights will enable extended play time 	<p>KPI 49: Play area refurbishment has been completed in line with Australian Standards and best-practice</p>	RGRC	UAC
<p>Priority 3.13: Planning for additional housing and/or accommodation for critical workers</p>	<ul style="list-style-type: none"> - Increase accommodation for government and critical workers to visit or be based in Urapunga - Additional services are available within the community - Business opportunities and revenue generation for UAC 	<p>KPI 50: A LOT for critical workers accommodation is identified in the Town Plan</p> <p>KPI 51: Agreements have been formalised with relevant stakeholders</p> <p>KPI 52: Construction of the accommodation has commenced</p>	UAC	DIPL



PRIORITY AREA #4

Organisational Governance and Sustainability



Artwork: Margaret Duncan ©2023

Goal 4: Foster empowered governance and leadership within both the Urapunga Aboriginal Corporation and the broader community.

To achieve this goal, we will:	Why do it:	How we know we have succeeded:	Lead	NTG / Commonwealth / Other Partners
SHORT TERM PRIORITY (1years)				
Priority 4.1: Formulate a plan for enhancing the board's skills and knowledge through Governance and Leadership Training	<ul style="list-style-type: none"> - Increase the understanding of the role and responsibilities of the board - Increase the stability of the corporation. - Increase capacity for empowered decision making 	<p>KPI 53: Consultation with APONT and develop a governance and leadership plan.</p> <p>KPI 54: All board directors and CEO complete the governance and leadership plan</p>	UAC	CM&C / NIAA
Priority 4.2: Leadership Training for community members	<ul style="list-style-type: none"> - Build the skills and knowledge of Emerging leaders. - Learn how to effectively communicate and engage with all levels of Government and other stakeholders 	KPI 55: 1 x nominated community member per year attends leadership training	UAC	CM&C
Priority 4.3: Attendance at Governance and Leadership events	<ul style="list-style-type: none"> - Sharing, learning, and exchanging with other Aboriginal Corporations and Agencies on effective leadership and governance 	KPI 56: 1 x nominated community member per year attends a Governance and Leadership event.	UAC	CM&C / NIAA

To achieve this goal, we will:	Why do it:	How we know we have succeeded:	Lead	NTG / Commonwealth / Other Partners
MEDIUM TERM PRIORITY (2 years)				
Priority 4.4: Employment of a CEO/Community Development Officer (CDO)	- Increase the capacity of the Corporation to deliver the strategic vision and actions with the LDM Agreement	KPI 57: Funding secured for appointed CEO/CDO KPI 58: Recruitment of CEO/CDO completed	UAC	NIAA
To achieve this goal, we will:	Why do it:	How we know we have succeeded:	Lead	NTG / Commonwealth / Other Partners
LONG TERM PRIORITY (3 years)				
Priority 4.5: Explore options for support for ongoing UAC Governance Bush Camp for Board Members and emerging leaders	- Transfer and reinforcing of Indigenous Governance structures, systems and processes from Elders - Mentorship for emerging Leaders - Planning on Country	KPI 59: UAC Bush Camp is held biannually	UAC	NIAA / TFHC

Abbreviations:

APONT	Aboriginal Peak Organisations Northern Territory
CDO	Community Development Officer
CDP	Community Development Program
CEO	Chief Executive Officer
CM&C	Department of the Chief Minister & Cabinet
DITT	Department of Industry, Tourism and Trade
DOE	Northern Territory Department of Education
DIPL	Department of Infrastructure, Planning and Logistics
NLC	Northern Land Council
NIAA	National Indigenous Australians Agency
NT	Northern Territory
NTG	Northern Territory Government
RGRC	Roper Gulf Regional Council
TO	Traditional Owner
UAC	Urapunga Aboriginal Corporation
WMF	Waste Management Facility

