



YUGUL MANGI DEVELOPMENT ABORIGINAL CORPORATION LOCAL DECISION MAKING AGREEMENT

IMPLEMENTATION PLAN 2024-26



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1. ABBREVIATIONS

AAS: Aboriginal Affairs Strategy

AGD: Department of the Attorney-General and Justice

BoD: Board of Directors

CBA: Community Benefit Account

CDP: Community Development Program

CM&C: Department of the Chief Minister and Cabinet

CtG: Closing the Gap

DIPL: Department of Infrastructure, Planning and Logistics

DITT: Department of Industry, Tourism and Trade

DoE: Department of Education

IP: Implementation Plan

LDM: Local Decision Making

MAP: Multi-Agency Partnership

NIAA: National Indigenous Australians Agency

NT: Northern Territory

NTG: Northern Territory Government

RGRC: Roper Gulf Regional Council

TFHC: Department of Territory Families, Housing and Communities

YMDAC: Yugul Mangi Development Aboriginal Corporation

YMDAC LDM IP 2024-26



YMDAC LDM IP 2021-23 Signing



3. STATEMENT FROM THE CHAIR

“YMDAC, representing the 7 tribes of the region, are empowered by the support of all levels of government under LDM. We understand the importance of our voice being heard and respected. It is the only way the corporation will survive, through the success of our LDM Agreement.

The LDM for YMDAC is all about planning for our community’s future, to establish and make a pathway for the emerging generations to close the gap.

The LDM comes from the heart of the remote communities. It facilitates existing and emerging working relationships for Ngukurr and government agencies to support the community’s visions and self-determination of the remote community.

From here we look forward to the future planning for YMDAC, to move forward to see more economic development projects to support growth of the corporation and community.

We would like to see the self determination of the Ngukurr community from the ground up and with the commitments in this agreement will work with Federal, Territory and Local Government to achieve the communities goals and aspirations.”

- *Bobby Nunggumajbarr, YMDAC Chairperson*



4. BACKGROUND



LDM is an NTG policy designed to facilitate cooperation between government and communities, supporting greater community control of services and programs, including transition to community controlled organisations where this is an identified aspiration¹. In May 2018, YMDAC, Commonwealth Government and NTG made history by signing and implementing the first LDM MAP Agreement² in the NT, with a 10 year commitment to work collaboratively to give a stronger voice to the Ngukurr community.

The LDM policy is aligned to CtG, with relevant priority reforms highlighted against actions within the IP, as well as focus areas within the ‘Everyone Together’ AAS. CtG in particular is a responsibility of every level of government and YMDAC is committed to working with partners towards improving outcomes for the Yugul Mangi people in line with identified targets.

YMDAC has so far completed two IPs (2018-20³ and 2021-23⁴). The regular renewal of IPs under the LDM MAP ensure it remains an evolving document which changes to meet the needs of partners, adjusting to their growth and operational climate over time. Whilst the IPs are time-framed in nature, this is in order to support actions against discrete priorities, with signatories committed to an ongoing partnership beyond the term of each document.

By signing on, the partners acknowledge they all play a key role in working together to create positive, lasting change for the health, wellbeing and prosperity of Yugul Mangi people. Section 7 of this document outlines the agreed refreshed actions for the IP 2024-26, which will be reviewed and updated by the partners as they continue to work constructively together throughout the life of the IP.



5. YMDAC

Yugul Mangi Development Aboriginal Corporation

YMDAC was established on 10th April 2008 under the Office of the Registrar of Indigenous Corporations to develop the social and economic wellbeing of the community. YMDAC promotes the growth of community owned enterprises, joint venture partnerships and supports local business development, within the remote Aboriginal community of Ngukurr (320km east of Katherine) and its surrounding areas.

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

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

The YMDAC BoD control the CBA to fund initiatives and projects which progress the goals and aspirations of the community. YMDAC develop businesses to provide services in Ngukurr, returning the surpluses back into community through the CBA. This includes Ngukurr General Store, which is managed by Outback Stores and YMDAC is trustee for.

YMDAC also has agreements with government as the Local Decision Making Board, to build the capacity of the organisation and position YMDAC to increase its delivery capability to take on new contracts.

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

** Information adapted from the Yugul Mangi Development Aboriginal Corporation Strategic Plan 2020-2030⁵*



YMDAC Board Meeting 2022



Vision	Create a liveable and sustainable future on our lands for our people
Mission	Create a future where our children enjoy the best of the modern Australian nation whilst retaining their unique identity and cultural standing as Yugul Mangi people
Values	Respecting our past and present, one mob working together, leading both ways to create a safe, strong, vibrant and sustainable community for future generations
Purpose	To use our land and its resources as well as the resource of the Yugul Mangi people, as the drivers of business development, job creation and income security for our group

6. VISION

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

It is our aim to:

- Increase our organisation's capacity⁶ to deliver programs directly at the local level
- Work in partnership with organisations to ensure program alignment to community needs that are culturally appropriate
- Deliver on 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.



7. IMPLEMENTATION PLAN OVERVIEW



There are five headline strategies which have been identified for the IP 2024-26. These strategies have been developed by the YMDAC BoD and are in alignment with the YMDAC Strategic Plan 2020-2030⁵.

The LDM IP 2024-26 commences upon the date of signing and will be updated two years from this time. As part of their commitment to the LDM process, partners agree to continue to work in good faith to achieve the identified outcomes of the IP 2024-26, until they have been completed, a new IP is signed, or YMDAC advise they are no longer priorities. This includes regular reporting against identified actions and other applicable undertakings by all LDM partners.

Beyond the direct actions identified under the five headline strategies, this IP represents the ongoing commitment of partners to have closer working relationships with YMDAC, prioritise utilisation of YMDAC services on Yugul Mangi land, include YMDAC at key community meetings, and strengthen the support and delivery of programs which are priorities for YMDAC and the Ngukurr community.

Partners to the IP are also responsible for leading how their contractors engage with YMDAC and the broader Ngukurr community, with YMDAC the key contact point for the resolution of any issues, opportunities or queries in Ngukurr.



Ngukurr Oval Project – Oval Resurfacing

STRATEGIC PRIORITIES AND FOCUS AREAS

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



Student at Ngukurr School

MONITORING AND EVALUATION

The LDM IP 2024-26 will be an evolving document and through regular engagement between the partners will be reviewed and updated as required.

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

This review process will allow partners to:

- Report on the progress of actions and to work together to address any emerging barriers to successful implementation
- Measure and report on key socio-economic outcomes
- Agree on any alterations to the LDM IP 2024-26 to reflect changing priorities, identify new opportunities, address emerging issues or implement alternative approaches which may be required
- Ensure that the community continue to be informed of the LDM and any successful outcomes are profiled.



CULTURAL STRENGTH AND RESPECT

#	Key Actions/Objectives	Measures of Success	Lead	Partners	CtG Priority Reform Area	AAS Focus Area
1	Recognition of “Yugul Law” when designing and implementing programs for Yugul Mangi people, by building and strengthening Yugul Law into the governance structures. Inclusion of YMDAC from the start of program design.	<ul style="list-style-type: none"> Timing of engagement with YMDAC BoD in program design Sign off on programs by YMDAC 	YMDAC	LDM Partners	1, 2, 3	1
2	YMDAC to develop a Cultural Protocols and Cultural Awareness Course aligned to “Yugul Law” to be delivered by Traditional Owners/advisors. Once implemented, it will be a minimum requirement for government staff and contractors based in Ngukurr for prolonged periods.	<ul style="list-style-type: none"> Cultural Protocols and Cultural Awareness Course developed Number of people undertaking cross-cultural training 	YMDAC	LDM Partners RGRC, TFHC	3	1, 2
3	Kriol Awareness Course at the Ngukurr Language Centre to be implemented as a minimum requirement for government staff and contractors based in Ngukurr for prolonged periods.	<ul style="list-style-type: none"> Attendance by LDM partners 	NTG	LDM Partners	3	1, 2
4	Mutual Respect Agreement ⁸ commitment implemented and embedded in everyday business by YMDAC and NT Police to support a consistent and sustainable relationship with the Ngukurr community.	<ul style="list-style-type: none"> YMDAC and NT Police continue to act in line with the Mutual Respect Agreement 	NT Police	YMDAC	1, 3	8, 9
5	NT Police to increase community engagement and education programs, with appropriate supports and in line with the Mutual Respect Agreement.	<ul style="list-style-type: none"> Number of education programs and community events led by NT Police 	NT Police	YMDAC	3	8, 9



CULTURAL STRENGTH AND RESPECT

#	Key Actions/Objectives	Measures of Success	Lead	Partners	CtG Priority Reform Area	AAS Focus Area
6	Establish an operational and sustainable Law and Justice Group under YMDAC.	<ul style="list-style-type: none"> Identify opportunities for funding and support Establishment of a Law and Justice Group 	YMDAC	CM&C, AGD	1, 2, 3	9
7	Implementation of a partnership between the Ngukurr School and YMDAC to provide two-way support, and identify opportunities, issues, and solutions for community benefit.	<ul style="list-style-type: none"> A sustainable partnership between the Ngukurr School and YMDAC is operational 	DoE	YMDAC	1, 3, 4	7
8	The YMDAC BoD is recognised as the foundation for the Housing Reference Group (HRG) in Ngukurr, and YMDAC ensure decisions are made in the best interests of the Yugul Mangi people.	<ul style="list-style-type: none"> Ongoing utilisation of the YMDAC Board as the HRG for Ngukurr 	TFHC	YMDAC	1, 3, 4	5
9	Strengthen the Elders Visitors Program for Ngukurr and surrounding areas, with YMDAC to support through the recommendation of appropriate Yugul Mangi Elders to participate in the program.	<ul style="list-style-type: none"> Number of visits by Yugul Mangi Elders to correctional facilities. 	AGD	YMDAC	1	9
10	Bush Court in Ngukurr is conducted in a manner which supports community engagement including communication pathways to support clear advice from community to Judges and access to Kriol interpreters.	<ul style="list-style-type: none"> Court dates postponed as required and community events aligned, where possible, to support successful court dates. All Bush Court sessions have a minimum of one Kriol interpreter available. 	AGD	CM&C, YMDAC	3	2, 9



GOVERNANCE AND CAPACITY

#	Key Actions/Objectives	Measures of Success	Lead	Partners	CtG Priority Reform Area	AAS Focus Area
11	Identify opportunities to support the YMDAC BoD through governance training, government initiative/programs and regional exchanges with other Aboriginal Corporations.	<ul style="list-style-type: none"> Ongoing development of the Board of Directors Number of trainings delivered and attendance, including from young leaders 	CM&C	YMDAC	2	1
12	Identify organisational development opportunities which support YMDAC staff development, integrated management systems and strategic partnerships. Develop and implement Staff Development Program, and identify funds for organisation capacity development.	<ul style="list-style-type: none"> Staff Development Program implemented 	YMDAC	DITT	2	1
13	Build capacity in YMDAC to prepare, respond and assist government agencies during emergency management situations.	<ul style="list-style-type: none"> YMDAC increase emergency management capacity 	YMDAC	CM&C, NT Police, RGRC, NIAA	2, 3	1
14	Improve coordination and information sharing between local service providers in delivering social services, including service mapping and planning	<ul style="list-style-type: none"> Increased coherence across social programs and resulting improved service provision 	YMDAC	RGRC, NIAA, TFHC, CM&C	2, 3, 4	1



COMMUNITY WELLBEING

#	Key Actions/Objectives	Measures of Success	Lead	Partners	CtG Priority Reform Area	AAS Focus Area
15	YMDAC to contribute to the planning, establishment and implementation of social programs to ensure effective programs are designed at the community and cultural level under the influence of YMDAC. YMDAC supported to achieve aspirations, and efforts to build its capacity to achieve its priorities in the organisation's strategic and business plans.	<ul style="list-style-type: none"> • Increase locally delivered programs through YMDAC • Burial ground managed through a locally controlled organisation • Successful completion of the Ngukurr Oval Project • Successful delivery of the Education Engagement and Attainment Initiatives program. • Deliver aged care services • Employment of Yugul Mangi people in services and programs • CDP activities align with community priorities • Social programs are underpinned by a well-researched evidence base 	YMDAC	CM&C, TFHC, DoE, NIAA, DITT	1, 2	1, 4, 7, 10
16	TFHC to utilise YMDAC office spaces to support Safe House operations, where YMDAC has the capacity and ability to support.	<ul style="list-style-type: none"> • Appropriate space identified and lease arrangements underway within the Ngukurr Oval Project 	TFHC	YMDAC	1, 2	8



COMMUNITY WELLBEING

#	Key Actions/Objectives	Measures of Success	Lead	Partners	CtG Priority Reform Area	AAS Focus Area
17	Construction of the Ngukurr Boat Ramp Project, including completion of Phase 1 and access road sealing, and development of options for Phase 2.	<ul style="list-style-type: none">Ngukurr Boat Ramp Project Phase 1 completedNgukurr Boat Ramp Project Phase 2 scope and funding identified	YMDAC	RGRC, NIAA	2	3,
18	YMDAC to support RGRC in their Regional Precincts and Partnerships Program (rPPP) application, and if successful, the implementation of this in community.	<ul style="list-style-type: none">Support RGRC in their rPPP application for NgukurrCollaborate to ensure successful implementation of the rPPP in Ngukurr	RGRC	YMDAC	1, 3	5, 10



ECONOMIC EMPOWERMENT

#	Key Actions/Objectives	Measures of Success	Lead	Partners	CtG Priority Reform Area	AAS Focus Area
19	Identify business development opportunities and linkages which support YMDAC enterprises, including YMDAC services and common information to be included in tender documents, 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">• Tendering processes resulting in direct or indirect engagement of YMDAC services• Partners accept and utilise feedback from YMDAC regarding performance in Ngukurr of contractors	YMDAC	DIPL, NIAA, RGRC, DITT, TFHC	2, 3	5, 10
20	Identification of economic opportunities in the region for potential business development.	<ul style="list-style-type: none">• Economic strengths and opportunities identified• Identification of priority industries for YMDAC BoD and opportunities to support other local businesses	YMDAC	DITT, NIAA	2	10



ECONOMIC EMPOWERMENT

#	Key Actions/Objectives	Measures of Success	Lead	Partners	CtG Priority Reform Area	AAS Focus Area
21	Seal the Roper Highway between the Wilton Bridge and Ngukurr. The sealing will improve regional access and connectivity, further enabling YMDAC economic development. YMDAC will be a nominated subcontractor.	<ul style="list-style-type: none">Sealing of road between Wilton Bridge and Ngukurr	DIPL	YMDAC	2	5, 10
22	Explore the feasibility of utilising Yugul Mangi outstations to support tourism opportunities.	<ul style="list-style-type: none">Feasibility analysis and/or business case undertaken regarding tourism on Yugul Mangi outstations	YMDAC	DITT	2	2, 3, 10
23	RGRC and YMDAC to explore partnership for the delivery of mutually beneficial programs, where the organisation is ready, has the capacity and the project is linked to the organisation's strategic and business plans.	<ul style="list-style-type: none">Programs are delivered in a mutually beneficial, partnership model	RGRC	YMDAC	1, 2, 3	10



LOCAL JOBS FOR LOCAL PEOPLE

#	Key Actions/Objectives	Measures of Success	Lead	Partners	CtG Priority Reform Area	AAS Focus Area
24	Develop, implement and maintain a Workforce Development Plan to provide links for stakeholders and identify emerging industries to engage and develop job opportunities for Yugul Mangi people. Identify and apply for funding to realise sustainable employment opportunities, industry training and apprenticeships.	<ul style="list-style-type: none">• Workforce Development Plan developed, implemented and maintained• Training delivered aligned to jobs• CDP hosted activities in place to build local workforce	YMDAC	DITT, NIAA	2	10
25	DIPL to work with YMDAC on future contracts in Ngukurr to support employment of Yugul Mangi people, including via contractual requirements.	<ul style="list-style-type: none">• Number of Yugul Mangi people employed	DIPL	YMDAC	2, 3, 4	10



Sunset on the Roper Highway

8. REFERENCES



1. Northern Territory Government Local Decision Making Framework Policy
2. Yugul Mangi Development Aboriginal Corporation Northern Territory Government Multi Agency Partnership Local Decision Making Guiding Principles
3. Yugul Mangi Development Aboriginal Corporation Local Decision Making Multi Agency Partnership Implementation Plan 2018-20
4. Yugul Mangi Development Aboriginal Corporation Local Decision Making Implementation Plan 2021-23
5. Yugul Mangi Development Aboriginal Corporation Strategic Plan 2020-2030



9. NOTES



Ngukurr Oval



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

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

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

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