



Yugul Mangi Development Aboriginal Corporation

Strategic Plan 2026 – 2028

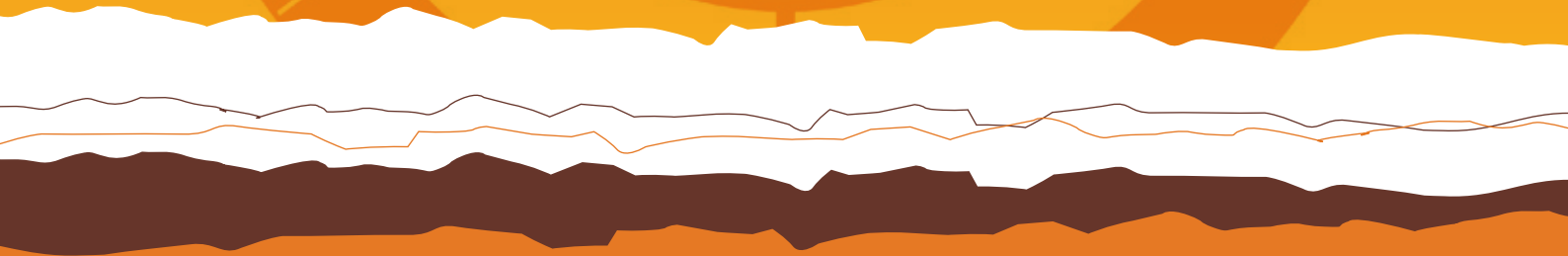


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1. Acknowledgement



We acknowledge and honour our Elders, Clan Group Leaders and Custodians of Country, past and present.

We extend our gratitude to all community members who have guided the Yugul Mangi Development Aboriginal Corporation since its beginnings. Your leadership, cultural knowledge and generosity continue to shape who we are and how we work today.

As we move forward with this new Strategic Plan, we remain committed to a strong and positive future—one that builds on the wisdom, strengths and aspirations of all our Yugul Mangi families.

**Alawa
Mara
Ngalakan
Ngandi
Nunggubuyu
Ritharrngu
Wandarrang**

2. A Message from the Board...

On behalf of the Yugul Mangi Development Aboriginal Corporation Board, we are pleased to share our Strategic Plan for 2026–2028. This updated plan represents an important step forward for all Clan Groups connected to the Ngukurr community and surrounding Country. It brings our voices together with a clear vision for a strong and positive future for our families.

Our Vision continues to be guided by the cultural strength, wisdom and leadership of our Elders, along with the energy and determination of our younger generations. This plan reflects our shared commitment to protecting Country, strengthening culture, and building opportunities that create long-term social, cultural and economic benefits for our people.

The priorities in this Strategic Plan were shaped through conversations with Elders, Board Members and Staff. They highlight what matters most to us: strong governance and leadership, caring for our environment, meaningful employment and enterprise development, and improved health and wellbeing among our families.

We believe that by working together, speaking with one voice and staying true to our priorities, we can continue to create meaningful and lasting change. This plan provides the direction for Yugul Mangi Development Aboriginal Corporation to build on its foundations and grow as a trusted, community-led organisation representing all Clan Groups of the region.

We thank everyone who contributed to this updated plan and look forward to walking together over the next three years—strengthening our people, our Country and the future generations who will follow.



BURRUM TJEPESIN - BOBBY NUNGGUMAJBARR

Ai wandi luk Yugul Mangi Development kipgon wekwek gurrwei bla dis kantri. Ai wandi Yugul Mangi bla migi job ma en opotyunidi ma bla wi yang pipul ya la Ngukurr. Im garra bi bigma difrendifrenwan pisishen la difren kain wek pleis.

"I want to see Yugul Mangi Development go forward for the future of the community. I want Yugul Mangi to provide jobs and opportunities for the youth in Ngukurr that cover a wide range of positions in different industries"

Mr Bobby Nunggumajbarr

Chairperson

Yugul Mangi Development Aboriginal Corporation

3. Background

Ngukurr

The Ngukurr region has been home to many language groups — including Ngalakgan, Alawa, Mara, Nunggubuyu, Ngandi, Ritharrngu, Wandarrang, and others — who lived along the Roper River, practising cultural traditions, ceremonies and kinship systems.

The following list highlights several of the key events and milestones in the history of Ngukurr that has shaped the community as we see it today...

➤ **Late 1800s–early 1900s – Frontier violence and displacement**

Pastoral expansion, disease and violent conflict disrupt traditional life, leading many families to seek safety near missions and government outposts in the region.

➤ **1908 – Establishment of the Roper River Mission**

The Church Missionary Society (CMS) establishes the Roper River Mission to provide refuge and introduce schooling, Christianity, and rations for Aboriginal families impacted by frontier pressures.

➤ **1910s–1920s – Mission grows and dormitory system begins**

Children's dormitories, a school and work programs are established. People from multiple language groups move to or are brought to the mission, creating the multi-tribal community now known as Yugul Mangi.

➤ **1930s – Flooding and environmental pressures**

Repeated major floods damage the mission and food gardens, creating ongoing challenges for residents and prompting discussions about relocation.

➤ **1939–1945 – World War II impacts**

Fears of Japanese invasion led to the evacuation of many children from the mission to southern states and inland NT. Wartime infrastructure and social changes influence the region.

➤ **1940s – Relocation to higher ground**

After major flooding, the mission is moved from its original riverbank site to the current location, where the township of Ngukurr now stands.

➤ **1950s–1960s – Government influence increases**

Mission operations continue, but government agencies begin to take more responsibility for health, education and welfare services.

➤ **1968 – Mission control transferred to NT Government**

The Welfare Branch of the Northern Territory Government formally takes over management from the Church Missionary Society, marking the end of CMS control.

➤ **1970s–1980s – Push for self-management and community councils**

Community members advocate for greater decision-making power. Local organisations and committees begin forming to represent Yugul Mangi interests.

➤ **1988 – Yugul Mangi Community Government Council established**

The community takes a major step towards self-governance with the establishment of the Yugul Mangi Community Government Council. The township is formally renamed **Ngukurr**.

➤ **2008 – Formation of Yugul Mangi Development Aboriginal Corporation (YMDAC)**

YMDAC is established to drive social, cultural, economic and infrastructure development for the community, complementing existing governance structures.

➤ **2010s–2020s – Growth in community-led programs and partnerships**

Ngukurr leads various initiatives in language revival, youth engagement, digital storytelling, land management, housing, and major infrastructure planning, reflecting strong local aspirations for self-determination.

Yugul Mangi Development Aboriginal Corporation

Yugul Mangi Development Aboriginal Corporation (YMDAC) was established on 10 April 2008 under the Office of the Registrar for Indigenous Corporations (ORIC) to support the wellbeing of our Yugul Mangi clan groups, families and Country.

Our fourteen nominated Directors speak for and represent the seven Clan Groups of South-East Arnhem Land region, carrying the voices, responsibilities and cultural authority passed down through generations. This area stretches widely — from near Blue Mud Bay across to Bullman, along the Wilton River Valley and the Roper River to the Gulf, and southward from Buddawka to the Hodgson River, including Towns River, Limmen National Park and the Marla Land Trust.

Across these traditional lands lie many strong opportunities. Some of these include land and sea management, cultural tourism, commercial fishing, delivery of community services and social programs, civil and construction work. With 75 members, YMDAC is focused on helping our people build skills, create livelihoods and grow clan-based enterprises that keep wealth and leadership on Country.

As trustee of the Ngukurr General Store, managed by Outback Stores, YMDAC ensures profits return to the Community Benefit Account (CBA). Income from YMDAC businesses in Ngukurr also feeds into the CBA, which is overseen by the YMDAC Board. These funds support projects chosen by the community — projects that strengthen culture, families and our shared future.

YMDAC continues to support community-owned enterprises, Joint Ventures and local business development led by our clans and families.

As the local decision-making partner with government, YMDAC is building its capacity to take on more of the work delivered on our own Country, including through the Local Decision-Making Implementation Plan and the Remote Contracting Framework Agreement.

YMDAC works closely with all levels of Government to deliver programs that support culture, community safety and family wellbeing. This includes more than 40 social programs overseen by the Cultural Governance Board, many delivered through the Strongbala Pipul Wanbala Bois Komiti, along with the delivery of MyCDP in Ngukurr and other communities across the region.



4. Our Vision, Mission & Purpose

Our Vision

WANI WI GARRA JINGGIMBAT BLA DUM:

Bla migi dis kantri gurrwan bla jidan gurrwei garra wi pipul oligijalwan.

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

Our Mission

WANI WI GARRA DUM:

Bla migi strongwan fyutja bla wi biginini ma. Bla meiksho det biginini ma gin abu tjois bla jidan gurrwei la blekbala said en la munanga said du. Bla meiksho det biginini ma kipgon strongbalawei la koltja en det kain.

“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”

Our Purpose

HAU WI GARRA DUM:

Bla yusim wi kantri en enijing wani gamat burru wi kantri gurrwei. Bla gibit Yugul Mangi pipul job ma. Bla supot Yugul Mangi pipul bla bi strongbala lida la eni kain nyuwan bisnis, en bla eni nyuwan job. Bla meiksho det manisaid bla Yugul Mangi ma strongwan oligijalwan.

“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”



5. Our Values

Focusing on our values and collective Yugul Mangi strengths will assist us to achieve our Vision:

Respecting Our Past & Preserving our Culture

Preserving culture is vital as it ensures all actions, programs, and partnerships reflect our collective Yugul Mangi identity, history, and traditions.

Upholding cultural values strengthens community pride, guides our local decision-making, and safeguards cultural knowledge for future generations. It also builds trust and unity, ensuring development aligns with our cultural responsibilities and community aspirations.

Yugul Mangi “We Speak Together as One Mob”

We recognize that our greatest strength and successes are often built on working together as one mob.

Working together allows us to achieve more than we could individually, fostering creativity, new ideas, and shared responsibility, where everyone contributes to achieving common goals.

Mutual Respect & Trust

Mutual respect and trust are important to Yugul Mangi because they honour the relationships between our clans, our Elders, and the Country that connects us. These values help us work together with one mind and one spirit, making decisions that protect our lands, waters and cultural responsibilities.

When we stand in trust and respect, our partnerships grow stronger and our future generations can walk forward with confidence on their own Country.

Open & Transparent Communication

We are committed to providing Board Members, Staff and the broader community with open, honest and timely communication that ensures that people are appropriately informed and can provide feedback and input on our major projects and activities.

Professionalism & Continuous Improvement

We believe in thinking creatively and exploring new ideas to improve the programs and services we deliver. By remaining open to change and looking for better ways of working, we can address challenges and find local solutions.

Continuous improvement means that we will always look for ways to improve our approach, learn from our experience, and grow as a community-led organisation.

6. Our Relationships

Strong relationships are important for Yugul Mangi Development Aboriginal Corporation to fulfil our role and responsibilities as a community-led organisation. Our relationships with Elders, Members and their families and other community leaders are very important to us, whose knowledge, guidance and support, ensure our activities are culturally relevant and respectful.

Equally important are our relationships with the Northern Land Council, neighbouring communities, all levels of Government, other community groups and organisations, industry (including mining companies, local businesses and contractors for major projects) that provide essential resources and support, allowing us to expand our reach and impact.

Some of our key relationships include, but are not limited to:

Alawa, Mara, Ngalakan, Ngandi, Nunggubuyu, Ritharrngu, Wandarrang Clan Groups, Cultural Governance Board, Community Leaders and YMDAC Members

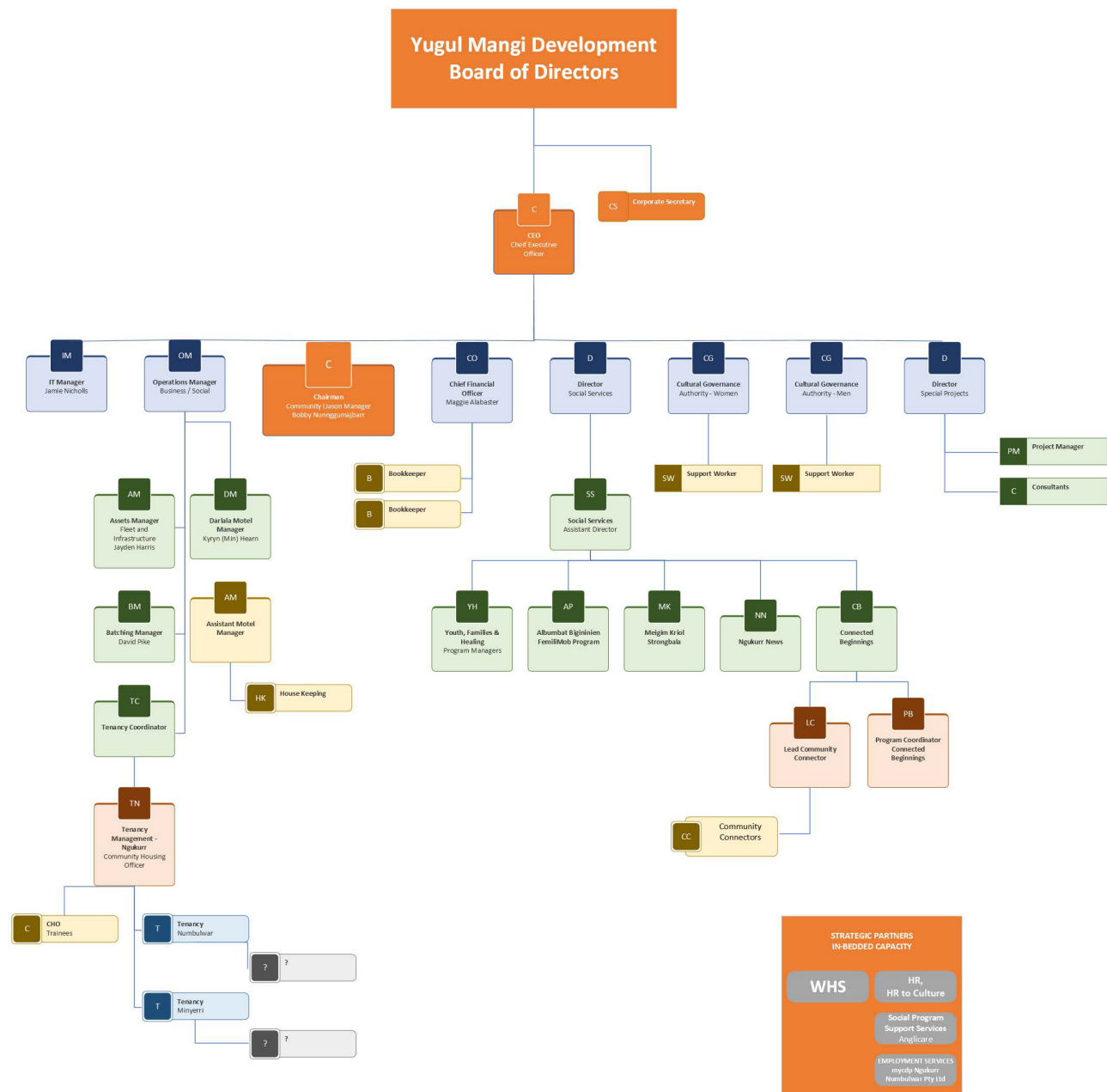
Australian Government (in particular, the National Indigenous Australians Agency and Social Services, Health & Ageing, Infrastructure, Transport, Regional Development, Communications, Sport and Arts)	Northern Territory Government (in particular, departments with responsibilities for Planning, Infrastructure & Logistics, Housing, Education, Police, Youth, Parks & Wildlife, Tourism and Major Events)
Roper Gulf Regional Council & Members of the Ngukurr Local Authority	Northern Land Council
Ngukurr Progress Trust	Yugul Mangi Land & Sea Rangers Aboriginal Corporation
Aboriginal Investment NT	Aboriginal Sea Company
Milwarparra Aboriginal Corporation	Ngukurr Arts Aboriginal Corporation
Regional Development Australia NT	Anglicare NT
Ngukurr Language Centre	Residents of Ngukurr, Urupanga and Numbulwar
Local & Regional Contractors / Businesses	Tourists

Other Non-Government Organisations (NGOs), community-controlled organisations and service providers in areas such as law and justice, youth engagement, health, education, land and sea management, men's and women's health and wellbeing groups and aged care.

By building and maintaining these relationships, Yugul Mangi Development Aboriginal Corporation ensures that programs are community-driven, sustainable, and aligned with the priorities and aspirations of the Yugul Mangi Clan Groups who we represent.

7. Our Organisational Structure

Yugul Mangi Development Aboriginal Corporation operates under the direction of its Board of Directors in accordance with locally recognised cultural governance arrangements, with a Chief Executive Officer, staff, external specialists and partners organisations working together to deliver programs and services that support community priorities and aspirations.



* Note that this organisational structure is current as at November 2025.

8. Our Strategic Framework

Our Strategic Framework sets out YMDAC's priorities we will focus on over the next three years, supported by key organisational enablers that guide how we work, strengthen our capability, and ensure we can achieve positive and lasting outcomes for the community.



YMDAC Administration Office and Darlarla Motel Operations, Ngukurr

8.1 Priority 1 – Cultural Governance & Leadership

We aim to:

- a. YMDAC will strengthen its cultural governance by holding annual planning workshops, empowering Board Members, and ensuring all Yugul Mangi Clan Groups have a strong voice and clear representation in decision-making.
- b. We will maintain open, consistent communication with Members, the community, and key stakeholders to support transparency, build trust, and ensure our governance reflects community priorities.
- c. YMDAC will develop governance structures and succession plans that support future growth, including our expanding role in service delivery, infrastructure management, and long-term organisational leadership.
- d. We will build organisational capability by implementing robust management systems—supported by external expertise where needed—across HR, IT, finance, workplace health and safety, and other core functions to ensure strong foundations for sustainable growth.

To achieve these objectives we will implement the following strategies:

#	Strategies	Responsibility	Timeframe
8.1.1	Continue to embed cultural governance frameworks that ensure decision-making processes reflect and uphold Yugul Mangi values and cultural authority.	Chairperson & Board Members	Ongoing & reviewed annually
8.1.2	Ensure organisational excellence and accountability through strategic and financial planning, regular reporting, and full compliance with ORIC, legal obligations and other regulatory requirements.	Chairperson & Board Members CEO	Ongoing
8.1.3	Develop and implement comprehensive onboarding process that familiarises new Board Members and Staff with YMDAC's governance structures, roles and responsibilities, cultural protocols, systems and processes.	CEO	Develop in 2026 and implement ongoing
8.1.4	Build leadership and governance capability through annual training, mentoring, and professional development for Directors and Staff.	CEO	Annual training and development plan
8.1.5	Ensure that succession planning is undertaken for critical roles, including CEO, Director of Social Services, Assistant Director of Social Services.	CEO & HR Support	Develop in 2026 and review annually
8.1.6	Consider options to implement flexible work arrangements (including shared jobs, alternative working hours) to promote healthy work-life balance while also effectively meeting the needs of community.	CEO & HR Support	2026 – Review Options 2027/28 - Implementation
8.1.7	Implement financial management systems and processes to support YMDAC operations whilst meeting planning, reporting and regulatory requirements.	CEO	Annually
8.1.8	Review and update YMDAC Strategic Plan annually.	Chairperson & Board Members CEO	Annually

#	Strategies	Responsibility	Timeframe
8.1.9	Develop a long-term funding strategy that identifies future sources of income to support YMDAC projects, programs and services, including exploring tax-deductible gift recipient status to support potential philanthropic opportunities.	CEO	2026
8.1.10	Gather regular and ongoing community feedback through surveys and other tools to understand the impacts, achievements and local support of YMDAC projects, programs and services.	CEO & Management Team	Annually

What things will tell us if we have been successful?

- ✓ Compliance with legal and ORIC regulatory requirements
- ✓ Compliance with financial controls and regulatory reporting requirements
- ✓ % Board Members completing governance training
- ✓ % New staff completing formalised onboarding process
- ✓ Number of Board Meetings held versus Plan
- ✓ Annual strategic planning workshop held and plan updated
- ✓ Succession plans in place for CEO and other critical roles



2025 YMDAC Board Meetings & Strategic Planning Workshop held in Cairns

8.2 Priority 2 – Cultural Strength & Respect

We aim to:

- YMDAC will ensure all programs and services are shaped by Ngukurr Law, supported by clear cultural protocols that guide how we design, deliver, and evaluate our activities.
- We will build the cultural awareness and capabilities of all non-Yugul Mangi staff, so they understand and respect local cultural expectations, history, and community ways of working.
- YMDAC will embed strong community engagement and consultation processes to ensure cultural considerations are central in all project planning and delivery.
- We will strengthen the role of the Cultural Governance Board and actively engage our project partners, government agencies, and other stakeholders to ensure our day-to-day work and major projects consistently reflects and upholds Yugul Mangi culture.

To achieve these objectives we will implement the following strategies:

#	Strategies	Responsibility	Timeframe
8.2.1	Maintain role of Cultural Advisor, appointed by the Board each year.	Board Members & Cultural Leaders	Annually
8.2.2	Cultural awareness training delivered by Traditional Owners, Cultural Leaders and Cultural Governance Workers as part of onboarding process for all new non-Yugul Mangi staff, project teams and contractors.	Board Members & Management Team	Within 1 st month after commencing in role and/or prior to commencement of the project
8.2.3	Continue to develop and embed Cultural Protocols (informed by Ngukurr Law), and relevant policies and procedures across all YMDAC major projects, programs and services.	Board Members & Cultural Leaders	Reviewed and updated annually
8.2.4	Continue to incorporate appropriate community engagement and consultation processes for all major infrastructure projects to ensure cultural considerations are identified, well understood and addressed early in the design phase.	Board Members & Cultural Leaders Management Team	Ongoing
8.2.5	All YMDAC Staff to undertake Kriol training delivered by Ngukurr Language Centre.	CEO & Management Team	Annually as per staff training calendar
8.2.6	Establish and maintain a process whereby external service providers engaged to deliver programs and services in Ngukurr, present their approach and scope of services to the Cultural Governance Board (in accordance with local decision-making principles) prior to commencement of service delivery.	Chairperson & CEO	Ongoing - As Required
8.2.7	Promote opportunities (including community-wide programs and events) that strengthen intergenerational cultural knowledge transfer by bringing together Elders, Cultural Leaders, Families and Young People.	Traditional Owners, Cultural Leaders & Board Members	Ongoing

#	Strategies	Responsibility	Timeframe
8.2.8	Implement strategies to ensure the identification and protection of areas of cultural significance in the early planning and design phases for YMDAC community infrastructure projects.	Traditional Owners, Cultural Leaders & Board Members	Ongoing

What things will tell us if we have been successful?

- ✓ Level of compliance with Cultural Protocols
- ✓ % YMDAC staff completing annual Kriol training
- ✓ % Non-Yugul Mangi staff who have completed cultural awareness training
- ✓ Number of community events held and level of community participation/attendance



8.3 Priority 3 - Community Health & Wellbeing

We aim to:

- YMDAC will design and deliver targeted social programs for youth, men, women, and elders, while seeking funding for community-led initiatives that reflect the priorities and aspirations of Ngukurr residents.
- We will continue to support the Strongbala Pipul Wanbala Bois Komiti and strengthen partnerships that improve coordination and delivery of social programs across the community.
- YMDAC will expand its role in delivering essential social programs, ensuring services meet community needs and capturing measurable social impacts to guide ongoing improvement.

To achieve these objectives we will implement the following strategies:

#	Strategies	Responsibility	Timeframe
8.3.1	Continue to support YMDAC's design and delivery of the following Government-funded social programs: - Stronger Communities for Children (SC4C) 2025 – 2028 - Child and Family Intensive Support (CaFIS) - Connected Beginnings & EEA (school attendance) - DSS prevention of Violence Towards Women & Children Supporting areas such as (but not limited to): - Law & Order - Education - Health - Strengthening culture - Financial management - Outstation development - Children and families - Aged care and support for the elderly - Sport and recreation and youth engagement	YMDAC Board Members (Approve & \$ Sign-Off) SPWBK – (Design & Recommend) Director of Social Services (Implement) Government Agencies (Funding)	2026 – 2028
8.3.2	In collaboration with relevant Government agencies, explore opportunities, secure funding and build required capabilities and capacity to deliver additional social programs within the next three years, including but not limited to: sport and recreation programs, NDIS, night patrol and youth engagement, after school hours activities.	CEO (& As Above) Government Agencies (Funding)	2026 – 2028
8.3.3	In collaboration with Community and Cultural Leaders implement strategies to improve the effectiveness of Community Justice Group in Ngukurr.	YMDAC Board Members	2026
8.3.4	Continue to support existing strategic partnerships with Government and other external organisations to build our future capabilities and capacity for social programs in Ngukurr, including but not limited to maintaining our existing partnerships with Anglicare NT, Ngukurr School, AFL NT, Aboriginal Sea Company and WANTA Aboriginal Corporation.	CEO & Board Members Director of Social Services	2026 – 2028
8.3.5	Continue to support the role and responsibilities of the Strongbala Pipul Wanbala Bois Komiti to ensure that social programs are designed in accordance with appropriate cultural protocols and reflect the priorities and needs of the community.	Board Members Director of Social Services	2026 - 2028

What things will tell us if we have been successful?

- ✓ Existing social program compliance with funding terms
- ✓ Performance measures (KPIs) achieved for each program
- ✓ \$ Funding secured for new social programs
- ✓ Positive community and participant feedback



Engaging young people in the planning and design of the new oval community and sporting facilities, Ngukurr

8.4 Priority 4 – Economic Development

We aim to:

- Work closely with Government at all levels to implement Local Decision-Making commitments and create stronger economic opportunities for the Ngukurr community.
- Build new business capabilities, secure long-term contracts, and address barriers such as suitable accommodation to support a growing local workforce.
- Strengthen economic participation by supporting joint ventures for CDP delivery, maximising local employment on community infrastructure projects, and ensuring major contractors understand cultural protocols and know how to effectively support local workers.
- Actively explore emerging economic opportunities—including the breadth of potential opportunities within areas such as cultural tourism, community infrastructure development, and commercial seafood — to grow sustainable income streams and reduce our reliance on Government funding.
- Implement strategies to support local enterprise development, including connecting community members with appropriate service providers to assist them to establish their own businesses.

To achieve these objectives we will implement the following strategies:

#	Strategies	Responsibility	Timeframe
8.4.1	Continue to support the ongoing operations and development of future growth and expansion opportunities of existing YMDAC businesses, including: - Darlarla Motel - Concrete Batching - Social Program delivery	CEO & Board Members YMDAC Management Team	Ongoing
8.4.2	Proactively identify, assess, and develop new business opportunities that build on YMDAC's existing strengths and capabilities. This includes undertaking feasibility and sustainability assessments for each opportunity, progressing those that demonstrate clear economic, cultural, social, and environmental value. Prioritise initiatives that maximise local workforce participation, create long-term employment pathways, and strengthen community-led economic development, including (but not limited to): - cultural tourism, including arts / tours / festivals / glamping / visitor experiences - road maintenance - community housing repairs and maintenance - community facility management, including short and long-term leasing opportunities, event management, hospitality (take-away store), laundry, op shop, training and development facilities - commercial seafood logistics and operations, community seafood store.	CEO & Board Members YMDAC Management Team Relevant Government Agencies (Local, NT, Federal)	2026 - 2028
8.4.3	Continue to support the delivery of the following Government funded community infrastructure projects: Ngukurr Oval Re-Development (Stage 1 & 2)	CEO & Board Members	Funded Projects 2026 – 2027

#	Strategies	Responsibility	Timeframe
	- Ngukurr Boatramp Upgrades - Ngukurr Multi-Purpose Facility Secure funding to support the delivery of the following projects: - Ngukurr Oval Re-Development (Stage 3) - Ngukurr Precinct Activation Project – master planning / signage / footpaths / Old Hospital Memorial Site	YMDAC Management Team Relevant Government Agencies (Local, NT, Federal)	New Project (Not Currently Funded) 2027 - 2028
8.4.4	In collaboration with relevant government agencies, industry bodies and other stakeholders, undertake the development of a Cultural Tourism Strategy for Ngukurr.	CEO	2026
8.4.5	a. Work with the Aboriginal Sea Company to implement a six-month commercial crabbing trial, including developing the required operational infrastructure, transport and logistics operations and workforce development programs. b. Assess the outcomes of the crabbing trial and determine the feasibility and required steps to move into ongoing commercial seafood operations.	CEO and Board Members	2026 Crabbing Trial 2026 – 2028 Ongoing operations
8.4.6	Explore options for securing land, waters and/or key assets in Ngukurr to support future economic development, including identifying priority sites, assessing feasibility of projects, addressing potential barriers (eg. staff and project team accommodation) and engaging with government and other relevant stakeholders to unlock opportunities that strengthen long-term growth.	CEO & Board Members Relevant Government Agencies (Local, NT, Federal), NLC	2026 – 2028
8.4.7	Continue to engage collaboratively with Traditional Owners, Northern Land Council and other relevant stakeholders regarding access to land and waters to support future economic development opportunities and community growth.	Chairperson, CEO & Management Team	
8.4.8	Engage with NTG (Department of Education) to discuss the transition of the Guluman Child & Family Centre and related programs to YMDAC.	CEO & Board Members	Commence discussions in 2026
8.4.9	Work with relevant Government agencies through existing Local Decision-Making arrangements to identify future procurement opportunities that match YMDAC's current and emerging business capabilities.	CEO & Board Members	
8.4.10	Explore options and actively pursue opportunities for YMDAC to take on a greater role in community governance and the delivery of key municipal services in Ngukurr.	CEO & Board Members Relevant Government Agencies	2027-28

What things will tell us if we have been successful?

- ✓ Profitability of YMDAC businesses
- ✓ Number of local workers employed in current businesses
- ✓ Number of new jobs created
- ✓ Timely delivery of funded community infrastructure projects
- ✓ \$ Funding secured for future projects
- ✓ Cultural tourism strategy developed
- ✓ Agreed transition plans for Guluman Child & Family Centre



8.5 Priority 5 – Local Jobs for Local People

We aim to:

- Maximise local employment by leading and delivering major community infrastructure projects funded by government, ensuring these investments create real, long-term jobs for Ngukurr residents.
- Maintain and strengthen our partnership with myCDP to create supportive pathways that support participants to move confidently from CDP activities into meaningful, ongoing employment.
- Build the skills and capabilities of local people so that community members are well-prepared, competitive, and prioritised for roles within the organisation, across partner services and with local contractors.
- Work with industry partners to grow and diversify employment and training opportunities in emerging sectors such as mining, civil construction, cultural tourism, commercial seafood operations, and delivery of sport and recreation programs.

To achieve these objectives we will implement the following strategies:

#	Strategies	Responsibility	Timeframe
8.5.1	Continue to refine the Workforce Development Plan for Ngukurr through annual review and updates in collaboration with myCDP, community-based service providers and other local employers.	CEO & YMDAC Management Team myCDP Local employers and contractors Industry Organisations eg. Aboriginal Sea Company Government agencies at local, NT and Federal levels	Annually
8.5.2	Engage with relevant Government agencies and industry organisations (eg. Aboriginal Sea Company) to explore and develop strategies to maximise local employment in emerging sectors, including but not limited to, commercial seafood operations, cultural tourism (including campground facilities), community facility management, construction and maintenance.		Ongoing
8.5.3	Develop and implement long-term strategies to build a pool of local trade qualified workers, particularly in building, plumbing and electrical streams.		2026 - 2028
8.5.4	Establish a labour hire service within YMDAC to assist in the identification and supply of local workers for employment on community infrastructure projects and other contracts.		2026/27
8.5.5	Identify and apply for new funding to support programs that continue to build work readiness levels within Ngukurr and create sustainable employment outcomes across the range of YMDAC major projects, programs and services.		Ongoing
8.5.6	Work collaboratively with myCDP to identify and pursue opportunities to support the transition of local workers from CDP into ongoing employment across the range of YMDAC major projects, programs and services.		
8.5.7	Development of operational plans (including maintenance schedules) for current community infrastructure projects eg. oval re-development and boat ramp upgrades – to inform training and development and workforce development requirements to maximise local participation within contracts.	CEO & Management Team	2026 & updated annually

#	Strategies	Responsibility	Timeframe
8.5.8	Develop and implement strategies that support improved retention and development of local workers commencing in new jobs, including but not limited to.... formalising cultural leave options, job sharing and flexible work arrangements, job rotations, supervisor cross-cultural training, onboarding and mentoring support.	CEO & Management Team	Ongoing

What things will tell us if we have been successful?

- ✓ Workforce Development Plan developed and implemented as per plan
- ✓ \$ Funding secured to support employment programs
- ✓ Number of new jobs created through YMDAC projects, programs and services
- ✓ Number of local workers with trade qualifications
- ✓ Number of CDP workers who have transitioned to ongoing employment
- ✓ % YMDAC jobs filled with a local worker
- ✓ % Turnover of local workers in YMDAC jobs



Hydro-mulching training for local workers supporting the new oval re-development, Ngukurr

9. Strategy Implementation & Reporting

By approving this Strategic Plan, the Yugul Mangi Development Aboriginal Corporation Board sets the direction for the Chief Executive Officer and Staff, outlining the priorities and key actions to be delivered between 2026 and 2028.

The Chief Executive Officer will review the Plan each quarter and provide progress updates to the Board. These reports will highlight achievements, any challenges or barriers to implementation, and emerging issues or opportunities that may require attention.

The Board and Management Team will formally review and update the Strategic Plan every year. This annual review will help track progress, assess the outcomes of our activities, and ensure the Plan continues to reflect the needs and aspirations of the community. As part of this process, we will seek input and feedback from community members, local organisations we work closely with, and other key stakeholders.

Each year, an Annual Report will be prepared and shared with all Members, the broader Ngukurr community, and relevant external partners to clearly communicate our progress and achievements.

10. Our Scorecard

This Scorecard help us to check how we are going with the implementation of our Strategic Plan.

Priority Areas	Measures of Success	2026 Target	Current	Status
Cultural Governance & Leadership	Compliance with legal and ORIC regulatory requirements	100%		
	Compliance with financial controls and regulatory reporting	100%		
	% Board Members completing governance training	100%		
	% New staff completing onboarding process / induction	100%		
	Number of Board Meetings held versus Plan	6 / 6		
	Annual strategic planning workshop held and plan updated	Complete		
	Succession plans in place for CEO and other critical roles	Complete		
Cultural Strength & Respect	Level of compliance with Cultural Protocols	100%		
	% YMDAC staff completing annual Kriol training	>75%		
	% Non-Yugul Mangi staff completed cultural awareness	100%		
	Number of community events held / level of participation	2 / >75%		
Community Wellbeing	Compliance with funding requirements (NIAA / DSS)	100%		
	Performance measures (KPIs) achieved for each program	>80%		
	\$ Funding secured for new social programs	\$TBD		
	Positive community and participant feedback	>80%		
Economic Empowerment	Profitability of YMDAC businesses	\$TBD		
	Number of local workers employed in current businesses	TBD		
	Number of new jobs created through new businesses	TBD		
	Timely delivery of community infrastructure projects	Per Plan		
	\$ Funding secured for future projects	\$TBD		
	Cultural tourism strategy developed	Completed		
	Transition plans agreed for Guluman CFC	Completed		
Local Jobs for Local People	Workforce Development Plan actions implemented	>75% actions		
	\$ Funding secured for employment and training programs	\$TBD		
	Number of new jobs created through YMDAC projects	TBD		
	Number of local workers with trade qualifications	>1		
	Number of CDP workers transitioned into employment	5		
	% YMDAC jobs filled with a local worker	30%		
	% Turnover of local workers in YMDAC roles	<50%		

11. Contact Us

For further information on the 2026 – 2028 Strategic Plan, please contact:

Chief Executive Officer

Yugul Mangi Development Aboriginal Corporation

M. 0437 748 563

E. ceo@ymd.net



12. Appendix 1: Our Board Members & Executive Team

2026 Board Members

Clan Group	Directors		Proxy
Alawa	Jermaine Farrell	Jodie Miller	Nickodemus Farrell
Ngalakan	Janita Ponto	Sammy Ponto	Donna McMasters
Ngandi	Ammeretta Wesan	Owen Turner	Lindsay Hall
Mara	Melinda Thompson	Michelle Farrell	Sonia Joshua
Wandarrang	Robin Rogers	Craig Rogers	Rainer Rogers
Nunggubuyu	Bobby Nunggumajbarr	Olga Daniels	Ambrose Daniels
Ritharrngu	Jim Wilfred	Mervyn Wilfred	Raylene Woods

2026 YMDAC Executive Team

Role	Name
Cultural Advisor	TBA
Chairperson	Bobby Nunggumajbarr
Deputy Chairperson	TBA
Chief Executive Officer	Victoria Haig
Company Secretary	Prue Jenkins

