



IVANHOE COMMUNITY WORKING PARTY COMMUNITY ACTION PLAN 2019



**MURDI PAAKI
REGIONAL
ASSEMBLY**



ACKNOWLEDGEMENTS

This Community Action Plan was developed through the Ivanhoe Community Working Party (CWP). We acknowledge and pay our respects to the Elders past, present, and those to come of the Ngiyampaa Nation of which Ivanhoe area is part. We also acknowledge and pay respect to those Elders, past, present and to come who are from other Nations however have now found their home in Ivanhoe.

We are grateful for the good working relationship and help from Central Darling Shire and our Mayor, Cr Ray Longfellow and various government bodies such as National Parks, Community Services, Education, Communities, Lachlan & Western Catchment Management Authority's, NSW Police, Aboriginal Affairs, FaHCSIA (Families, Housing, Community Services & Indigenous Affairs) and non-government organisations such as Murdi Paaki Housing, Brewarrina Business Centre, Murdi Paaki Regional Assembly (MPRA), Maari Ma and Winangakirri. We wouldn't be where we are today without your help.

The people who really have made so much happen include Joan Slade (Elder's representative), Brenda Brennan (Health representative) and Jim Kennedy (Men's representative). Margie Barter has been previously involved in most community activities. A thanks also needs to go to Gordon Hay, Principal of the Central School for use of school facilities – be it room or administrative assistance, as well as Bill Britt of the Rural Fire Service for his support in using facilities.

The CAP is our document and expresses our community's opinions on priority needs to help 'close the gap'. It is a living document and will be reviewed and added to or reprioritised from time to time to reflect the changing needs of the Ivanhoe community.

The information and knowledge remain the property of the Working Party and community.

In the introduction to its regional plan, the MPRA acknowledges with respect the roles of the Local Aboriginal Land Councils, Native Title holders and claims groups in asserting our people's rights to Country through the Native Title and Land Rights regimes, and affirms that MPRA's agenda does not cut across these roles in any way.

ABBREVIATIONS

ADHC	Dept. of Aging Disability and Home Care
AHO	Aboriginal Housing Office
CAP	Community Action Plan
CDS	Central Darling Shire
COAG	Council of Australian Governments
CWP	Community Working Party
DEEWR	Dept. of Education, Employment and Workplace Relations
DHFWHD	Dept of Health - Far West Local Health District
HACC	Home and Community Care
IBA	Indigenous Business Australia
MPRA	Murdi Paaki Regional Assembly
MPSL	Murdi Paaki Services Limited
NGO	Non-Government Organisation
NIAA	National Indigenous Australian Agency
RAHLA	Regional Aboriginal Housing Leadership Assembly
RDA	Regional Development Australia
REDI.E	Regional Enterprise Development Institute Ltd
RFDS	Royal Flying Doctors Service

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EXECUTIVE SUMMARY

This Community Action Plan (CAP) has been developed by the Ivanhoe CWP with support from Murdi Paaki Services Limited (MPSL). It is intended to inform external agencies of the priorities of the Ivanhoe Aboriginal community and provide guidance in working with the Ivanhoe CWP to improve services and programs.

The town of Ivanhoe sits in Ngiympaa Country, in the south of the Murdi Paaki Region in the Central Darling Shire. Nearby Carowra Tank Mission remains an important site for the Ngiympaa people, who lived there from the early 1900s following displacement by colonisation and the pastoral industry. Nowadays, Ivanhoe is home to approximately two hundred people. There is some mining in neighboring towns and areas; a passing tourism trade and the Warakirri Correctional Centre.

The Ivanhoe CWP developed from a reference group first established in 2003 and is the peak Aboriginal governance and representative body for the Ivanhoe Aboriginal Community. It is one of sixteen CWPs representing the communities of the Murdi Paaki Region and forming the MPRA. The Assembly and the CWP are governed in their relationship with the NSW government by the Murdi Paaki Local Decision-Making Accord.

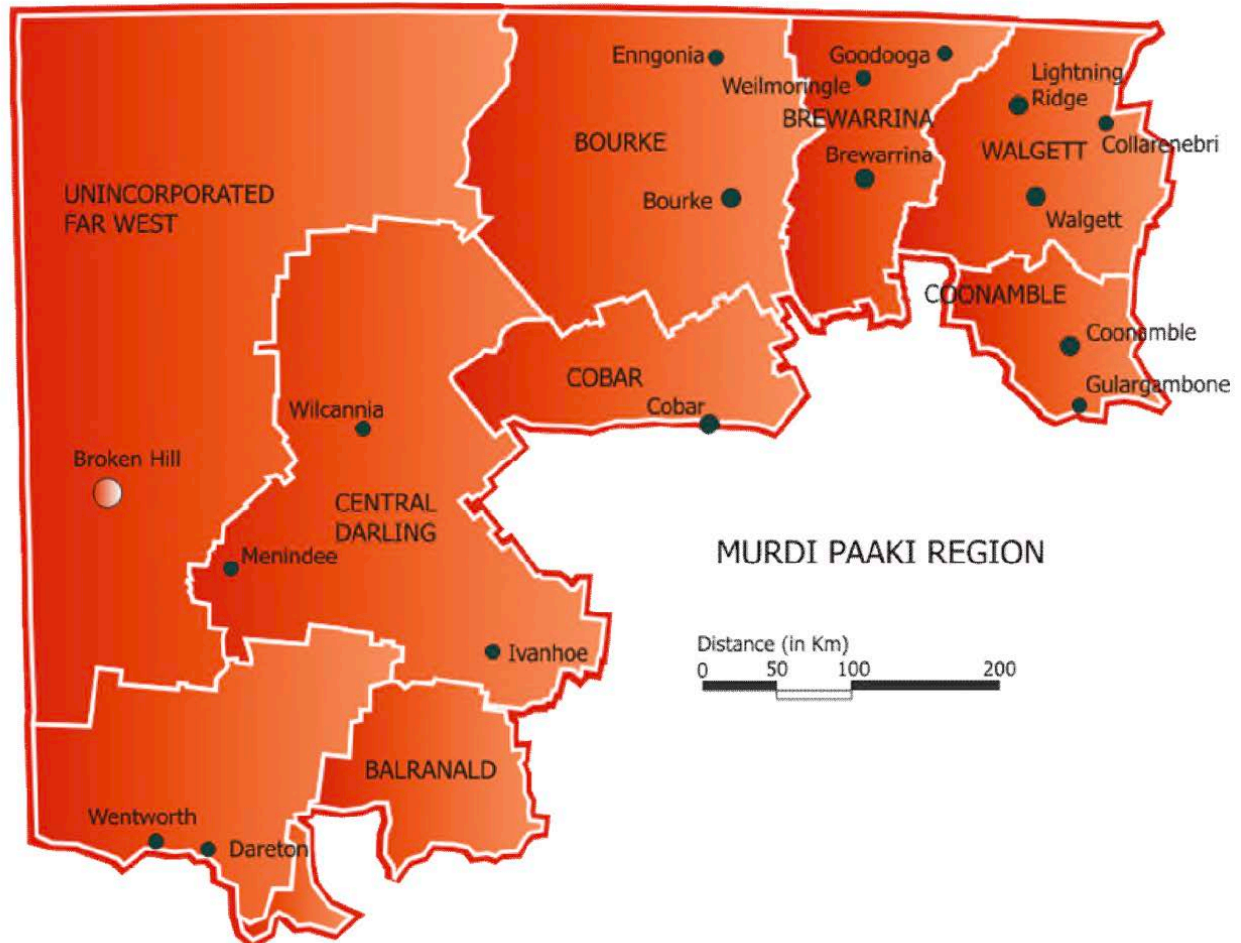
The Ivanhoe CWP sets community priorities to guide external agencies such as government departments, Non-Government Organisations and the private sector in developing policies and programs for the Ivanhoe Aboriginal Community. When working in Ivanhoe, external agencies should follow the engagement process set by the Ivanhoe CWP to ensure they adhere to principles of Local Decision-Making (LDM), co-design and community capacity building.

Since being formally recognised as the governance body in 2011, the Ivanhoe CWP has reviewed their existing Community Action Plan and identified priorities to improve the fundamental needs of their community. In this plan, the Ivanhoe CWP identifies four areas of immediate need: to improve the well-being of children and young people; to improve the wellbeing, care and housing needs of their elderly; to build a cultural centre facility and improve overall health and wellbeing by increasing awareness of and access to lifestyle programs. The community's longer term and ongoing needs are in the areas of localised decision making and self-management; healthy homes; environment; learning; employment and enterprise; health; community wellbeing; cultural and spiritual; and partnership and community service.

COMMUNITY PROFILE

MURDI PAAKI REGION

Ivanhoe is in the south of the Murdi Paaki Region in the Central Darling Shire.



Murdi Paaki Region (Murdi Paaki Regional Plan)

OUR COUNTRY and A BRIEF HISTORY

Ivanhoe is located in the southern parts of the Ngiyampaa Nation. The Nation itself covers a large area of western NSW and also includes Gundabooka, Byrock, Cobar, Mt Grenfell, Mt Drysdale, Mt Manara, Keewong, Paddington, Trida, Carowra Tank, Mossigel, Marfield and Neckarbo. Originally the Nation comprised smaller groups of our People including the Pilaarrkiyalu (Belar Tree) and Nhililyikiyalu (Nelia tree) who traditionally lived in the southern areas while the Karulkiyalu People (Stone Country) lived further north around Mt Grenfell and what is today Cobar. European arrival and introduction of policies and legislation such as the *Aborigines Protection Act* meant dispossession and forced relocations. Our Ngiyampaa society with strong cultural codes of practice and long-established relationships with Country were slowly fractured and our connections with Country were never to be the same.



Figure 1: Map of Ngiyampaa/Ngemba Nations

Like many other areas within the Nation, the former Carowra Tank Mission area remains an important site for our people, especially those descendants living in Ivanhoe today. Situated approximately 80 kilometres north-east of Ivanhoe, it was originally a natural drainage and water collection area, where our families stayed for countless generations. In 1884 a man-made tank was constructed to capture greater supplies of water for people and stock as part of a travelling stock route. As the surrounding stations became more developed and over-grazed many families began either gathering at Carowra Tank or were brought in from surrounding stations. In 1907 the area was gazetted a reserve.¹ By the 1920s there was a permanent population with tin huts; a school with 92 students; and a manager's residence. In 1926 Carowra Tank was converted to a government Station by the *Aborigines Protection Board*.² While there were predominantly Ngiyampaa People, families from other Nations including Wiradjuri, Wayilwan and Baakantji were also there. In 1933 the tank dried up and our families were left without water. It was decided by the Aborigines Protection Board to remove our people by truck and rail to Menindee Station. Houses and shelters and other

¹ Martin S (2001) Aboriginal Cultural Heritage of the Menindee Lakes Area (Part 1) Aboriginal ties to land. *A report to the Menindee Lakes Ecologically Sustainable Development Project Steering Committee*. September.

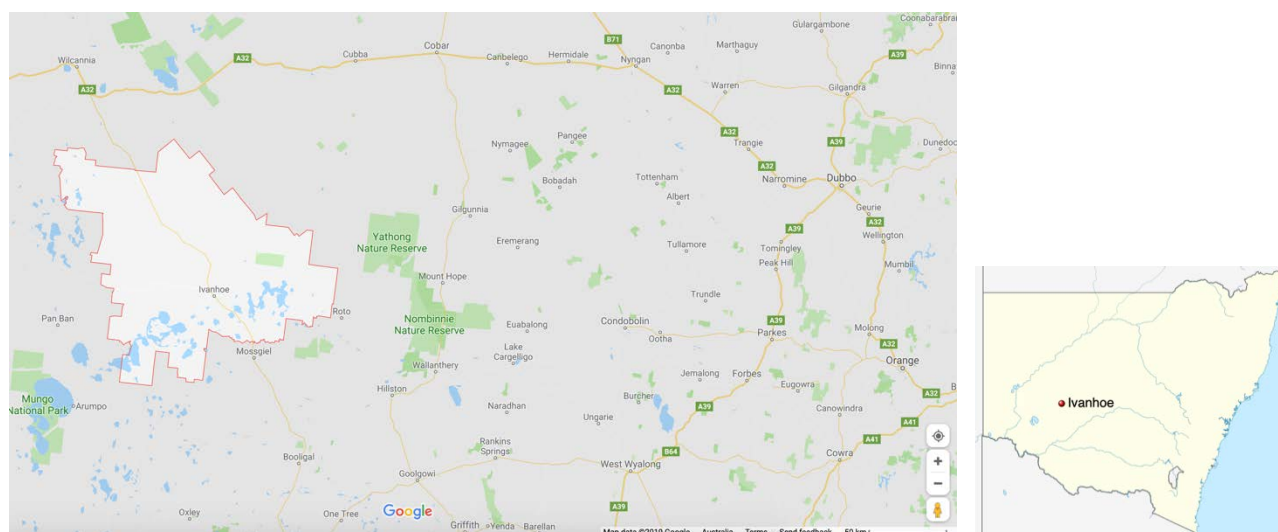
² Office of Registrar (2003) Yapapunakirri Lets Track Back: *The Aboriginal World around Mount Grenfell*.

buildings were set alight. By 1937 Carowra Tank's status as a reserve was revoked. It now belongs to an area of pastoral Crown Lease Lands. In 1949 people were moved from Menindee Station to Murrin Bridge.

LOCATION and GEOGRAPHY

Ivanhoe, at Latitude 32.90 °S and Longitude: 144.30 °E, lies approximately 350 kilometres to the east of Broken Hill by sealed and unsealed road, and 188 kilometres from Wilcannia, on the Cobb Highway, by unsealed road. The closest town is Hay, 220 kilometres to the south by sealed road (Cobb Highway) while Cobar is 230kms to the north-east, largely by unsealed road. Sydney is 800 kilometres by road to the east. The Australian Bureau of Statistics classifies Ivanhoe as 'Very Remote' using the Accessibility/ Remoteness Index of Australia (ARIA).

Our local area is approximately 85 metres above sea level and forms part of the 'Murray-Darling Depression': a mapped unit of the bio-regional vegetation and land classification system.³ Annual rainfall is approximately 306 mm. The average annual maximum temperature is 25.9°C while the minimum average is 10.7°C.⁴ Living conditions can be uncomfortable due to the extremes of heat and cold. Our water source is taken from a catchment tank pumped from Wilandra Creek, approximately 27 kilometres to the west.



Ivanhoe, Location in North-Western NSW

(Source map on right: NordNordWest/Wikipedia, <https://creativecommons.org/licenses/by-sa/3.0/de/legalcode>)

³ Australian Government Department of the Environment and Energy. 'IBRA – Australia's 89 Bioregions' [map], <https://www.environment.gov.au/land/nrs/science/ibra/australias-bioregions-maps>, accessed 3 Sept 2019.

⁴ Bureau of Meteorology, 'Ivanhoe Post Office', *Climate Statistics for Australian Locations*, http://www.bom.gov.au/climate/averages/tables/cw_049019.shtml, accessed 3 Sept 2019.

GOVERNMENT AREAS

Our town, along with neighbouring towns of Wilcannia, White Cliffs and Menindee belongs to the Central Darling Shire, which at approximately 53 500 km² is the largest local government area in NSW. Shire-wide, the population is less than 2000 people. The current Mayor is Councillor Raymond Longfellow. There is currently no Aboriginal representation on the Council.

The area falls within the NSW Electoral District of Murray-Darling (250 388km²). The current sitting member is the Honourable John Williams MP. Federally the area lies within the Calare Commonwealth Electoral division (237 325 km²). The current Federal sitting member is the Honourable John Cobb MP.

EUROPEAN HISTORY

European settlement began in the late 1860s as part of the coach and stock route system connecting Wilcannia on the Darling River with Balranald on the Murrumbidgee and Booligal on the Lachlan River. It is believed our town's name was taken from Sir Walter Scott's historical fictional work, 'Ivanhoe', as were other local place names: Mossgiel, Glenro and Waverley.

George Williamson purchased the first land in 1869 to establish a store. The post-office opened in 1874 followed by a telegraph station in 1883. By this time there were approximately 50 residents, two hotels, two stores and a blacksmith's shop. One year later in 1884, the town became a change station for the Cobb & Co. A police station opened in 1885 and a school in 1889. Ivanhoe was officially proclaimed a 'village' in 1890. Construction of the railway reached our town in 1925 and by 1927 the railway was operational between Sydney and Broken Hill.

IVANHOE TODAY

From the mid-1920s, our town grew with the railway's expansion and the pastoral industry, home to up to 500 people at its peak. Today Ivanhoe continues as a small rural service centre predominantly for the pastoral industry, the Warakirri Correctional Centre and now, to a much lesser degree, the rail service. Although mining occurs to the north in Cobar, there is no mining in close proximity to Ivanhoe. There is however a development proposal to extract mineral sands from a site near Mungo National Park in Balranald Shire (approximately 80 kilometres away) which, after transporting by road, will utilise the railway through Ivanhoe to transport the material to Broken Hill for processing. There is some passing trade from tourism mainly through food, fuel and limited accommodation.

Our town is made up of two distinct locations: Rail Town and the main town. Rail town is approximately three kilometres to the south and was originally intended as accommodation for railway servicing. Warakirri Correctional Centre is now located in Rail town and utilises the former railway accommodation for staff housing.



POPULATION STATISTICS

According to the Australian Bureau of Statistics (ABS) 2016 census, * the total population living in Ivanhoe town was 196 people with 58.5% male and 38.8% female. The median population age was 43 years. Children aged 0 - 14 years comprised 12.2% of the population and those aged 55 years and over made up 29.6%. The previous censuses of 2011 and 2006 showed the total population at 200 and 265 respectively. With the latest count at 196 this highlights a total general population decline of around 26% over the last decade.

According to the 2016 census, 46 people usually living in Ivanhoe identified as Aboriginal and/or Torres Strait Islander, 23.7% of the total population. The First Nations age distribution was as follows: 8.7% (0-9 years); 6.5% (10-19 years); 17.4% (20-29 years); 19.6% (30-39 years); 17.4% (40-49 years); 17.4% (50-59 years); 6.5% (60-64 years); and 6.5% over 65 years. Of this distribution 32 were male (67.4%) and 16 females (32.6%). The median age of First Nations people was 38 years. It should be noted that 48 people did not state whether or not they identify as Aboriginal and/or Torres Strait Islander and Warakirri Correctional Centre is not included the census count.

Census data from 2011 and 2006 indicated a First Nations population of 80 and 104 suggesting a 55.8% decline over the last decade. However, from the perspective of the community, the Aboriginal population base is relatively static, supplemented from time to time by up to an additional 25 people who identify with the community but maintain more or less permanent residences elsewhere.

The 2016 Census also showed that within the town there were 80 private dwellings. The average number of people per household was 2.3 with a median weekly household income of \$1156. For those making mortgage repayments the median monthly mortgage repayments was \$0 while for those renting the median weekly rent was \$40. In Ivanhoe, for dwellings occupied by Aboriginal and/or Torres Strait Islander people, the average household size was 1.5 persons, with 0.2 persons per bedroom. The median household income was \$899.

The 2016 Socio-Economic Index for Areas (SEIFA) for the Central Darling Shire was very low at 824, in the 7th percentile. This takes into account a range of variables such as income, educational attainment, unemployment, dwellings without a motor vehicle, assets, expenditure, skills, resources and the ability to participate in society. While the other towns in Central Darling Shire may be different in terms of issues and needs, the combined calculation portrays a shire-wide community with a relatively high level of socio-economic disadvantage when compared to an affluent Shire in the Sydney area.

*Please note that Australian Census figures can be inaccurate, particularly for Aboriginal and Torres Strait Islander families who have a lower census response rate and a higher transient population.

LOCAL SERVICES

Ivanhoe Central School

The Central School, offering Kindergarten to Year 12, currently has 37 students, 51% of whom are First Nations. The school relies on various government funding support programs such as the Country Area Program to reduce disadvantage from geographic isolation. Breakfast club runs twice week and 'Healthy Lunch' every second Wednesday, while Maari Ma Health Aboriginal Corporation provides funding for a piece of fruit per student per school day. After school sport runs two days a week and features basketball, tennis, cricket and football. Some older children travel to play football in the Hay competition on Saturdays. There is also a preschool (utilising the school building) running with approximately six children attending per day. Four of those currently attending are Aboriginal.

Far West Local Health District

There is no full-time doctor or inpatient service. A health service manager, two registered nurses and one Aboriginal health worker provide an 8.30am to 5pm weekday service with after-hours call. There are six district honorary ambulance officers. Royal Flying Doctor Service (RFDS) clinics occur Mondays and Fridays.

General and specialist medical and allied health services come through a combination of NSW Health, Maari Ma Health Aboriginal Corporation and the RFDS. These medical services include: Chronic Diseases (e.g. for diabetes, urology, the 'Keeping Well' Program etc), ophthalmology, endocrinology, cardiology and Outback Vascular Health, all through Maari Ma; while RFDS provides specialists in dermatology, dental and ENT.

Allied health services include physiotherapy provided by NSW Health. Maari Ma provides culturally appropriate services in mental health; dietetics, dental therapy for school aged children; and drug and alcohol, although a better network is needed for referrals. Outback Division of General Practice (Riverina) provides a podiatrist. There is no speech pathology service currently available. There is no Pharmacy. For people requiring medication, prescriptions are forwarded to Hay for dispensing.



Multiservice outlet (MSO)

The MSO is supported by Local Council and government to provide Home & Community Care, including Meals-on-wheels and community transport for medical, shopping and social support trips. While Home Care currently supports around five clients, there is also funding support through UnitingCare Community Care Far West 'Miraga' for Aboriginal specific home-care assistance, servicing a further five clients.

Sporting and recreational facilities

There is a golf course, however lack of interest means the club is struggling financially. There is a 25-metre swimming pool and two tennis courts associated with the school. There is an oval which is in need of repair due to burr infestations. There are no regular organised sporting activities or rugby league football team.

Youth centre

The centre is overseen by four trustees. After a period of non-use the centre was re-opened in 2011 and now has on average 10 children and youth participating in games and some structured programs, including weights, donated by Transfield. The centre is voluntarily supervised.

Warakirri Correctional Centre

The correctional centre caters for up to 55 inmates who participate in community projects and the Mobile Outreach program, including lawn mowing, town cleaning and maintenance. It is estimated that 80% of inmates are Aboriginal.



Other facilities and social support networks

Ivanhoe has a community hall, showground, post office, a Centrelink outlet, one supermarket, two cafes, two fuel stations, one pub and an RSL Club. There is no bank. Eftpos is available at one of the cafes, the post office and the RSL Club. There is a twice weekly train through Ivanhoe as part of the Broken Hill and Indian-Pacific rail service.

A new early childhood project officer was appointed in 2012, through the Department of Education & Communities, to provide early childhood development and parenting support programs. This supports around nine children with at least one associated parent participating once per week. There are no after school centres.

Ivanhoe does not have an aged care facility as there is no doctor or 24-hour medical service available. There has been no Local Aboriginal Land Council operating in our area for over 10 years.

The Community Development Program (CDP) is administered through REDl.E, offering a range of activities. On average there are 5 participants.

Murdi Paaki Housing (MPH) provides 18 houses for Aboriginal people and families. There was an extensive refurbishment program undertaken in late 2010 through to mid-2011 of all of these homes as most were greater than 40 years old. There are no other Aboriginal housing providers. A *Shared Responsibility Agreement* was signed in 2005 providing air-conditioning to these homes and the Youth Centre.



Carowra Tank Mission Burial Site Project





IVANHOE COMMUNITY WORKING PARTY

ROLE AND PURPOSE

CWPs are the peak Aboriginal governance and representative body for each community within the Murdi Paaki region. In 2003, Ivanhoe commenced the Murdi Paaki Council of Australian Governments (COAG) trial. With the establishment of their community reference group they were able to engage with government agencies to start a planning process to address the basic needs of the Ivanhoe Aboriginal community.

In 2009, the Ivanhoe CWP acknowledged the Two Ways Together Community Partnership Program and actions were put into place to form a recognised governance body. The CWP holds strong views on Aboriginal issues and continues to represent their community at the MPRA forums.

This CWP recognises that the Two Ways Together Community Partnership Program will engage government agencies to work in partnership with Aboriginal communities. It is with this commitment and a whole of government approach that the Ivanhoe CWP can work in a collaborative way to improve and respond to community's needs, increase service delivery, improve the quality of the lives of our community and achieve sustainable outcomes on the ground for our people.

CHAIRPERSON'S ADDRESS

Since the Ivanhoe CWP started meeting again in early 2009 there have been many 'small wins' for the Aboriginal and wider community of Ivanhoe. After developing a new *'Terms of Reference'* and a *'Code of Ethics, Conduct & Meeting Practice'*, these tools have allowed the Working Party to have a more focused direction for the future and a clearer way to do our business. In March 2010 we became one of the first community governance bodies in the State and the first in the Murdi Paaki region to be formally recognised under the government's *Two Ways Together Partnership Community Program*. In recognition of this achievement the then Director General of Aboriginal Affairs, Mr James Christian, along with the Barrier Area Command, the Central Darling Shire Mayor, Mr Ray Longfellow and Councillors and other government representatives attended an official ceremony in Ivanhoe.

Since then the Working Party has been active in:

- Negotiating a Service Level Agreement with the then Department of Community Services for better community support.
- Having our cultural identity recognised through support from Central Darling Shire for placing 'Welcome to Ngiyampaa Country' signs on each of roads through sections of the Central Darling Shire.

- Protecting a Burial Site at the former Carowra Tank Reserve for which the Ivanhoe community won a regional Landcare award and was later nominated as a State finalist.
- Receiving funding under the National Parks Partnership to hold cultural camps with the intention of developing a Joint Management Agreement with National Parks for Kajuligah and Morrison's Lake Nature Reserves.
- Organising a Mental Health workshop for all the community to participate.
- Working with CDS, FaHCSIA and NSW Police in getting a new playground for the children of Ivanhoe.
- Continued participation in the MPRA.
- Lobbying for getting the Youth Centre operational again together with trying to have a Youth coordinator employed.
- Negotiating with Communities & Education for developing improved early childhood development and parenting programs. This will also comprise a resource kit including posters portraying local children.
- Working together with Central Darling Shire to progress establishing a new playground and exercise equipment for Ivanhoe's children.

But there is still much to be done. To help meet the community's changing needs and priorities we have revised our initial Community Action Plan from 2004. This new plan incorporates unfinished priorities along with new ones which we believe are our focus areas for helping 'close the gap' in Aboriginal disadvantage in our community. We recognise the Council of Australian Government's (COAG) policies of working together with communities in 'Closing the Gap' to overcome Aboriginal disadvantage, particularly to:

- Close the life-expectancy gap within a generation;
- Halve the gap in mortality rates for Aboriginal children under five within a decade;
- Ensure access to early childhood education for all Aboriginal four years olds in remote communities within five years;
- Halve the gap in reading, writing and numeracy achievements for children within a decade;
- Halve the gap for Aboriginal students in Year 12 (or equivalent) attainment rates by 2020; and
- Halve the gap in employment outcomes between Aboriginal and non-Aboriginal Australians within a decade.

COAG recognises that overcoming Aboriginal disadvantage requires efforts directed to action areas or 'building blocks': Early Childhood, Schooling, Health, Economic Participation, Healthy Homes, Safe Communities, Governance & Leadership & Cultural Heritage. In reviewing and re-developing this Community Action Plan (CAP) the Ivanhoe CWP recognises these building blocks and will utilise them in explaining the needs of the Ivanhoe Aboriginal community.

Importantly we have tried to simplify the plan, so it is easy to understand, with clear immediate and longer-term priorities identified together with timelines for action. Our immediate needs areas focus on children and youth, the Elderly, health and culture. Longer term and ongoing needs focus on localised decision-making and self-management, healthy homes, built and natural environment, learning, employment and enterprise development, community wellbeing, the cultural and spiritual and forming better partnerships.

It is significant to note the Working Party has always been of the opinion that while there is an Aboriginal focus, the priorities and projects developed are for the benefit of the entire Ivanhoe community. As part of this belief the Working Party continues to include a non-Aboriginal representative in the group.

It is the Working Party's hope this Action Plan does not sit on a shelf collecting dust but is true to its word/ 'Action'. We must all remember any plan is only as good as how much is delivered. We only ask for a better place for everyone in Ivanhoe and a good legacy for all our children.

Sincerely

Fay Johnstone

Chairperson and Education representative

Ivanhoe CWP

August 2015



OUR VISION

We, the Aboriginal People of Ivanhoe, will be:

- Strong in our culture.
- Live our lives according to our culture.
- Making our own decisions as a community about our shared and individual futures.
- Achieving success through our skills and efforts.
- Taking our place in society as equals.
- Taking pride in all that we do by doing what we do well.
- Working with the wider community to make Ivanhoe a better place for everyone to live.

OUR GUIDING VALUES

To move forward as a community, we will:

- Be true to our people.
- Be true to our culture.

It will be:

- By our standards of Aboriginality, traditional values, respect and partnership.
- By our actions of unity, responsibility, integrity, equality and participation.



ORGANISATIONAL STRUCTURE

The internal structure refers to the governance of the Ivanhoe CWP itself and its connections to the Aboriginal community and the MPRA. The Ivanhoe CWP acts as a professional and culturally appropriate consultation arm that is in touch with its Aboriginal community. Internal bodies are governed by the MPRA Charter and Code of Conduct. As the Ivanhoe CWP sits within the MPRA, its relationship with NSW Government departments is governed by the Murdi Paaki Local Decision-Making Accord Mark II, drafted in May 2019 (Annexure A).

The external organisational structure gives an overview of the community environment within which the Ivanhoe CWP sits. Services delivered in the Ivanhoe Aboriginal community operate under the guidance of the Ivanhoe CWP as the community's consultation arm. This provides a transparent and culturally appropriate process for all to conduct business that is aligned with community needs and requirements. CWPs are supported by MPSL through Community Coordinators, as outlined in the Project Work Plan (Annexure D). The structure provides a foundation for respectful, community-driven approaches to guide community services and projects, in line with the principles of LDM.

INTERNAL AND EXTERNAL BODIES

INTERNAL	EXTERNAL
<ul style="list-style-type: none">A. ChairpersonB. MembersC. Aboriginal CommunityD. MPRA	<ul style="list-style-type: none">A. MPS Regional CoordinatorB. Local, State and Federal GovernmentC. NGOs and Private SectorD. Local Community

Members encompass Aboriginal Elders, Community and Aboriginal identified government public servants working in the Ivanhoe community.

MPRA and its membership of CWPs, CWPs, form the governance framework that provides strategic engagement and co-ordination from Australian and NSW Governments and service providers for the delivery of services and programs against priorities determined by Aboriginal people through a comprehensive planning process.

MPSL is wholly owned by the MPRA and governed by a board of MPRA members. MPS forms the operating arm of MPRA, giving it a means of entering into legally binding agreements, and provides executive support for MPRA and its chairperson. It builds a robust incontestable evidence base to give governments a clear pathway for investment. It acts as an auspicing agent for MPRA and targets funding as becomes available. Once sufficient funding is accrued, MPS Regional Coordinators will provide administrative support to assist CWPs to provide leadership in implementing their local community action plans.

This table summarises the roles and responsibilities of internal and external bodies:

INTERNAL	
Traditional Owners/Elders	Are members of the Ivanhoe CWP.
Aboriginal Community Members	Act in an advisory role and as members of the Ivanhoe CWP.
MPRA Council	Is the governing arm of CWPs in the Murdi Paaki region.
EXTERNAL	
MPS	Is the operational arm of the MPRA.
State and Federal Government	Consults consistently with the Ivanhoe CWP as the peak LDM body to come to agreements on strategies to address common issues and goals for the local Aboriginal community.
Local Government	Works towards achieving outcomes and addressing localised Aboriginal issues in collaboration with the Ivanhoe CWP.
NGOs	Help the Ivanhoe CWP achieve goals through appropriate assistance and funding opportunities; are accountable and responsible to the Ivanhoe CWP, using it to oversee the implementation of Aboriginal programs within the Ivanhoe community.
Private Sector	Work with the Ivanhoe CWP for future employment and economic participation strategies for Aboriginal people.
Wider community & other stakeholders	Are entitled to the transparency of actions, achievements and focus areas of the Ivanhoe CWP and should be encouraged in active participation.

Table 1: Roles, Internal and External Bodies

THE ACCORD

As the Ivanhoe CWP sits within the MPRA, the relationship between the CWP and NSW Government departments is governed by the Murdi Paaki LDM Accord Mark II, as drafted in May 2019 (see Annexures). Implementation processes for facilitating the Accord are included in Annexures B and C.

When external bodies engage with the Ivanhoe CWP following the engagement process outlined in this Community Action Plan, they will support key principles from the Accord, particularly the following:

- 2.1.2** Aboriginal leaders and Elders understand their own community needs. They have the drive and ability to develop their own solutions.
- 2.1.5** Regional and local solutions for regional and local problems, with ideas and help from outside when, where and in the form in which the Assembly requests it.
- 2.1.10** A genuine commitment on the part of both parties to developing transformative rather than transactional relationships, with a renewed focus on developing innovative and holistic solutions and on considering different, more equal approaches to partnership.
- 2.1.11** Optimising returns on investment through better targeted, more efficient, effective and equitable forms of program and service delivery.⁵

As per the Accord, the NSW Government can use this CAP to fulfil its obligations to ‘collaborate with the Assembly to seek solutions and achieve tangible outcomes and to foster partnerships with each other’ and to ‘operate consistently within the principles of LDM and ensure the Aboriginal cultural competence of their staff to improve the quality of services delivered, and to better respond to the needs of Aboriginal communities in a culturally safe manner.’⁶ In turn, by working through MPSL to support CWPs to develop, review and deliver the CAP, the Assembly meets its obligations to ‘support CWPs in negotiating agreements with the NSW Government at a community level to plan for and deliver local initiatives.’⁷

⁵ Murdi Paaki Local Decision Making Accord, May 2019, pp. 3-4.

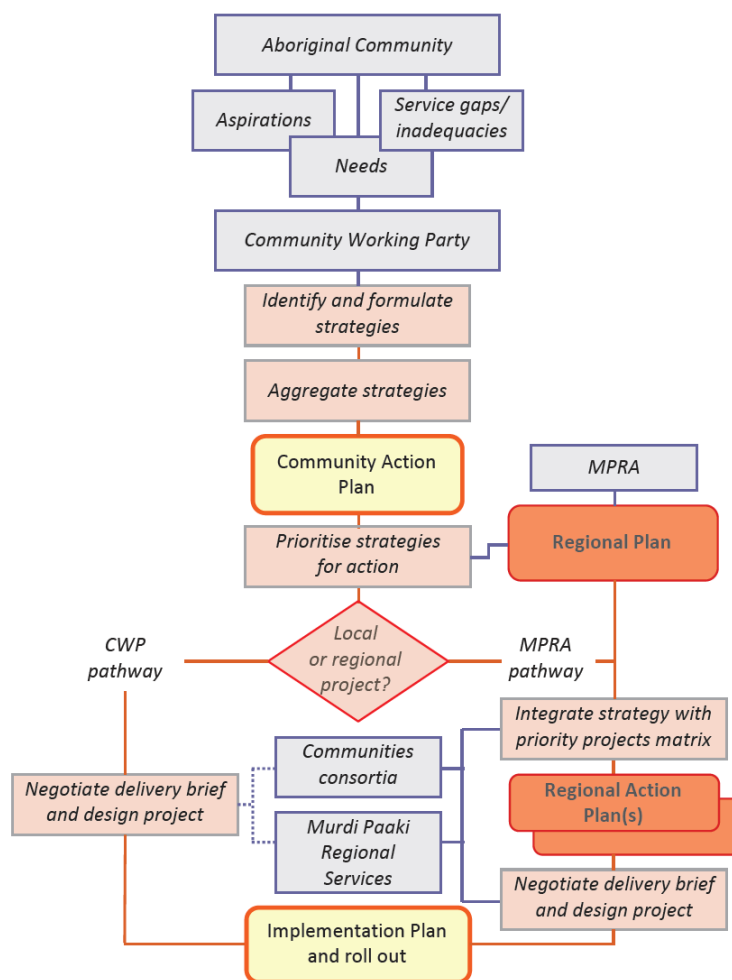
⁶ Murdi Paaki Local Decision Making Accord, May 2019, p. 6.

⁷ Murdi Paaki Local Decision Making Accord, May 2019, p. 7.

THE PLAN

INTERNAL IMPLEMENTATION PROCESS

This Community Action Plan was developed by the Ivanhoe CWP to reflect the aspirations and needs of the Ivanhoe Aboriginal Community and address service gaps and inadequacies. To fulfil these aspirations and address these gaps, the CAP includes an action plan with a range of strategies prioritised by need. Priorities from all CAPs across the region informed regional priorities in eight action areas in the Regional Plan. Local priorities, as outlined in individual CAPs, will be addressed by the CWP with support from MPRA and external bodies. Regional priorities will be addressed by MPRA with support from external bodies. This internal implementation process is outlined in the diagram below:



Implementation Process, from Murdi Paaki Regional Plan

ENGAGEMENT PROCESS FOR EXTERNAL BODIES

To assist the internal implementation process and ensure service delivery meets community aspirations and needs, external bodies, such as government departments, NGOs and the private sector, should follow a culturally appropriate engagement process with the CWP, as the peak representative body and professional and culturally appropriate consultation arm for the Ivanhoe Aboriginal Community. The steps below, further illustrated in the following flowchart, will ensure an engagement process guided by principles of co-design, LDM and community capacity building.

Ongoing: Communicate

- Keep in regular contact with CWPs through the Chair and Secretary as per the LDM process.
- Regularly attend CWP meetings to provide updates, but more importantly, gather information about current community priorities as led by the LDM process.
- Keep connected to wider community stakeholders, through the CWP.
- Ensure local cultural protocols are followed, as guided by the CWP.

Plan

- Map current policy and program initiatives against priorities in the Community Action Plan (see Appendix B for template).
- Update six-monthly to continue alignment with community priorities.
- Plan future policy and program development to address priorities in the Community Action Plan (see Appendix B for template).
- Check planned initiatives with CWP and wider community stakeholders to ensure they address community needs, before developing detailed plans.
- Develop policy and/or program outlines.

Consult

- Engage the CWP as the lead facilitators in culturally appropriate consultation on planned policies and/or programs.
- Engage the CWP to guide stakeholder lists for consultation.
- Hold culturally appropriate consultation with CWP and wider community stakeholders on proposed policy and program details.
- Reshape policies and programs to suit community feedback.

Endorse

- Review final outlines and implementation for endorsement by CWP and wider stakeholders.
- Finalise policy and program outlines.

Implement

- Engage the CWP to oversee the implementation of the policy or program within the community.
- Ensure appropriate resources, such as human resources and infrastructure, are supplied to ensure success of the implementation program and build community capacity on a long-term basis.
- Ensure tangible benefits, such as employment, training and economic development, are provided to the community.

Ongoing: Monitor and Review

- Seek ongoing feedback on implemented policy and/or program through culturally appropriate consultation process, refining as necessary.

ENGAGEMENT PROCESS EXTERNAL BODIES

EXTERNAL BODY (Government Dept., NGO, Private Sector)
GUIDING PRINCIPLES: Co-Design, Local Decision Making, Capacity Building

ROLES AND RESPONSIBILITIES

Maintain contact with CWPs.	Map current initiatives against CAP.	Engage CWP as facilitators.	Review amended policies and programs for endorsement by CWP and community.	Engage CWP to oversee implementation.	Seek ongoing, regular feedback on consultation process.
Attend CWP meetings.	Map future initiatives against CAP.	Check stakeholder list with CWP.	Finalise policy and program outlines.	Provide resources for implementation.	
Keep informed on local priorities.	Check planned initiatives with CWP.	Engage in culturally appropriate consultation.		Involve wider community in implementation.	
Follow local cultural protocols.	Develop policy and program outlines.	Reshape policies and programs.		Provide tangible, ongoing benefits to the community.	
Connect to wider community.					
<div><div></div><div></div><div></div><div></div><div></div><div></div></div>					
Communicate	1. Plan	2. Consult	3. Endorse	4. Implement	Monitor/Review
Hold regular meetings.	Guide external bodies to ensure initiatives meet CAP priorities.	Facilitate consultation.	Endorse policy and program outlines.	Guide implementation process.	Provide feedback on policies and programs on an ongoing basis.
Provide agendas and minutes.		Provide guidance on plans.		Facilitate local community members to engage in process.	
Facilitate connections with community stakeholders.		Provide list of wider community stakeholders.			

COMMUNITY WORKING PARTY

Engagement Process External Bodies

MONITORING AND REVIEW

This Community Action Plan is a living document and will be subject to an annual 12 monthly review for updates and input of additional information to address community needs. At the end of each 12-month period the CWP, along with key agencies, will review the Community Action Plan and agree to any suggestions or improvements. Following the revision of the Ivanhoe Community Action Plan there will be an evaluation against the performance indicators and timeframes which may be subject for change to include the implementation of new programs.

REGIONAL PRIORITIES

The Murdi Paaki Regional Plan identifies eight action areas informed by collating the priorities in all sixteen CAPs across the region. Although priorities differ slightly between CAPs and the regional plan, the symbols below are used throughout the Ivanhoe CAP to indicate connections to regional action areas.



Heritage and Culture



Regional Resourcing and Capability



Democracy, Leadership and Citizenship



Economic Development



Law and Justice



Early Childhood and School Education



Housing and Infrastructure



Wellbeing

IVANHOE IMMEDIATE NEEDS

The following needs and their objectives were identified as priorities for immediate action during workshops in October 2011:

Children and Young People

- Improve the well-being of children and young people.
- secure funding for better facilities for children and youth development and well-being. E.g. oval renovation, school environmental block facilities
- secure funding for a Youth Co-ordinator and develops and maintain a more localised child and young people's support program

Elderly

- Improve the well-being of Ivanhoe's Elderly
- Ensure future housing needs to cater for aging population
- Create Aboriginal identified staffing roles in Home Care and transportation
- Undertake a needs assessment into Elderly care and well-being needs

Culture and Heritage

- secure an appropriate building for a **Cultural Centre facility** as
 - a centre for Aboriginal people to be connected to culture
 - an access point for culturally appropriate services in health care etc...
 - an education centre with computers
 - a local enterprise opportunity with a shop to display and sell artworks
- Partner with the Cobar Local Aboriginal Land Council Regional Office and Wilcannia Central Darling Shire Council.

Health and Wellbeing

- Increase awareness of and access to the range of **lifestyle programs** available (healthy eating, exercise, drug and alcohol awareness)

IVANHOE PRIORITY AREAS

The Ivanhoe CWP has identified longer term and ongoing needs in the following areas

- Localised decision making and self-management
- Healthy homes
- Environment
- Learning
- Employment and Enterprise
- Health
- Community Wellbeing
- Cultural and Spiritual
- Partnership and Community Service

ACTION PLAN - IMMEDIATE NEEDS

1. CHILDREN AND YOUNG PEOPLE

Goal: Improve the well-being of our children and young people.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Outcome: Provide better facilities for our children and young people's development and well-being.				
Central Darling Shire implements work plan in partnership with PM&C	Finalise the replacement of park's playground equipment; install shade cloth; install outdoor gym equipment; Provide toilet access via adjoining swimming pool centre	Equipment in place; Playground used regularly by local children; Access created to swimming pool toilets	Central Darling Shire (CDS) together with PM&C and NSW Aboriginal Affairs	June 2020
Develop Central School's Environmental block facilities.	Form steering committee comprising Central School, CWP & interested community plus support from Lachlan CMA and private sector	New facilities established and used regularly.	Dept Education & Communities, Lachlan CMA (Local Land Service Centre), private sector assistance and community in-kind contribution	Dec 2020
	Develop works plan; seek funding support; students have input into the design and implementation of the project and facilities			
Renovate the oval	CDS develop works plan. Include water supply works previously supported by Transfield.	Oval regularly used by community with regular community-wide sporting activities occurring.	CDS	Completed 2019

Develop and maintain a localised child and young people's support program	<p>Seek funding for a Youth Coordinator employed either full time/ part time or during school holidays</p> <p>Seek funding for implementation of a support program i.e. Youth Opportunity fund</p>	Coordinated social and sporting activities regularly occurring	Dept of Sport & Rec, Youth Centre Trust, CDS, Maari Ma, Police through PCYC, Office of Youth through Youth Opportunity Fund	December 2019
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2. ELDERLY

Goal: To make sure our Elderly's daily needs are met & enable interaction within the community to keep Aboriginal culture and important social networks alive.

Objective (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Outcome: Improve the wellbeing of our Elderly by providing better household and social services.				
Ensure housing stock caters for the needs of the growing Elderly population (given no aged care facilities in Ivanhoe).	Undertake HACC individual/ household needs assessments for community housing and private homes to determine equipment, aids and supports required for comfortable living, e.g. handrails, ramps.	Assessments undertaken. installed and maintained appropriately	Dept of Aging Disability & Home Care (ADHC).	December 2019
		Upgrades installed and appropriately maintained.		Follow up assessments, installations, maintenance
		Regular assessments as needs arise		
Provide transport to regional/major centres for medical appointments.	Undertake needs assessment in conjunction with Community Transport.	appointments and social functions without excessive inconvenience.	Dept of Transport, HACC, Central Darling Shire (CDS).	December 2019
Create an Aboriginal identified support position within HACC to assist Elderly (to complement existing HACC personnel).	Determine appropriate level of need and seek appropriate funding	HACC services are enhanced to meet cultural needs.	Home and Community Care (HACC)	December 2019

Improve network of services for Elderly to access government programs and services.	Hold a gathering where Elders can learn of such services.	Elderly more aware of services available.	ADHC, HACC, CDS, and other relevant agencies after identifying needs at the gathering	December 2019
		Services relatively accessible.		
		Elderly feel comfortable to engage.		
Improve Elders' access to and understanding of computers to improve family contact etc	Develop and implement an appropriate computer training course.	Elderly feel confident to use emails and internet	NSW TAFE	December 2019

3. HEALTH AND WELLBEING

Goal: Increase awareness of and access to a range of life-style programs.

Objective (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsi-bilities (WHO)	Priority (WHEN)
Outcome: Improved community social and emotional wellbeing through increased awareness and participation in lifestyle programs				
Raise community's awareness of healthy lifestyle options and programs available. I.e. healthy eating, exercise and drug and alcohol awareness programs.	Agencies and organisations responsible coordinate and determine strategies for increasing community awareness and promotion participation etc.	Number of programs initiated in Ivanhoe	Maari Ma, NSW Dept of Health – Far West Local Health District (DHFWDH), Medicare Local, ADHC, non-profit sector	December 2019
	Create awareness, for example, of how and where to send people for de-tox programs.	Number of community members participating in organised programs.		
	In the longer term, utilise cultural centre to outreach to community members such programs.	Community members who would not otherwise engage are engaging and becoming aware of benefits to improving lifestyle choices.		
Establish separate men's and women's issues groups to improve awareness and understanding of respective health and wellbeing issues.	Raise community awareness around participating in respective groups.	Number of men and women participating in respective groups.	Maari Ma, DHFWDH, Medicare Local, ADHC, FaHCSIA	December 2019
	Seek funding for groups to meet and participate in regional men's and women's gathering etc.	People feel their awareness of health and well-being issues is improved.		

4. CULTURE AND HERITAGE

Goal: To have our own meeting place.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
<p>Outcome: A multi-purpose Cultural Centre in Ivanhoe, which is continually used for a range of purposes, including to:</p> <ul style="list-style-type: none">• Display and sell local artworks and cultural materials (i.e. from Warakirri Centre);<ul style="list-style-type: none">• Have internet connected computers available to use;• Hold CWP meetings; and• * Provide health services, health checks and clinics, and education sessions.				
Develop appropriate partnerships to assist in developing concepts and funding for establishing a centre	Engage with health and education departments, entities and other stakeholders	Extent of Centre's use for activities such as meetings, art displays and cultural activities.	Corporate assistance; various funding bodies i.e. Regional Development Australia (RDA), FaHCSIA, Dept of Sport & Recreation, Dept. Of Education, Employment and Workplace Relations, (DEEWR)	December 2019
Secure funds to either build (including donated land) or utilise an appropriate existing building for our own centre	Seek funding through a combination of government and corporate sponsors	Sense of community ownership and use by sections of the community that may not otherwise use such a facility.		
Build and develop centre	Find suitable existing building or land to build			
	Design facilities to meet communities' needs			

ACTION PLAN – LONGER-TERM/ONGOING NEEDS

1. LOCALISED DECISION MAKING AND SELF MANAGEMENT

Goal: Strengthen the Working Party's capacity to make informed, confident and effective decisions to better serve the community and thereby help restore our culture and improve our social, emotional and physical well-being.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Outcome: The Working Party continues to be accepted as the recognised representative voice of the community.				
Continue to carry out Working Party duties openly and professionally in the best interests of our community as in line with the established Terms of Reference and <i>Code of Ethics, Conduct & Meeting Practice</i> .	Review the Working Party <i>Terms of Reference</i> and <i>Code of Ethics, Conduct and Meeting Practice</i> .	Regular reviews of governance documentation.	Working Party and community.	Annually or as appropriate.
	Develop community understanding of the purpose of the Working Party.	Increased participation at Working Party meetings.		
	Run activities i.e. BBQs designed to increase community participation in the Working Party.			
	Continue internal consultation and questioning process to strengthen the way the Working Party reaches decisions.			

Work on a partnership basis with the community, agencies, non-profit and private sector.	Ensure funding continues to maintain Working Party secretariat support. As a local employment strategy, aim to have a local person developed into the role.	Funding continues and a local person is employed.	Aboriginal Affairs, Maari Ma, FaHCSIA, CDS, all other agencies.	Ongoing
	Strive to be inclusive and considerate in developing policy and making decisions about community matters	Agencies, non-profit and private sector continue to want to engage with the Working Party.		
Continue to advocate for our community.	Advocate with appropriate agencies and at appropriate forums.	Community issues being put forward to appropriate agencies for action.	Working Party and community.	Ongoing

2. HEALTHY HOMES

Goal: Our people are comfortably and safely housed in homes which are free from overcrowding and are well maintained and have facilities which lessen the impacts of the Ivanhoe climate.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Outcome: Individuals, couples and families are living in comfortable, safe and quality built homes free from overcrowding.				
Ensure homes are well maintained and comfortable.	Assist Housing manager (RALA) with actions to support effective housing management practices.	Every member of our community is adequately and safely housed.	Aboriginal Housing Office (AHO), RAHLA	June 2019 - ongoing
	Repairs and maintenance programs are properly project managed and to a high standard.	Minimal disruption to people's lives during repairs and refurbishment programs.		
	Reputable contractors only are used for repairs & maintenance.	Quality of finish and length of time repairs and maintenance last.		
Ensure maximum compliance with tenancy agreements.	Assist Housing manager (MPH) with actions to support effective housing management practices.	Rents regularly paid.	RALA, AHO	June 2019 - ongoing
Future housing needs for both community housing and	Undertake Elderly and disabled tenants need assessment. Modify houses based on	Needs Assessment completed and appropriate modifications		

private homes cater for aging population. (See Immediate Needs).	requirements to make more accessible & useable.	completed satisfactorily at each household.	ADHC, HACC, AHO, RAHLA	June 2019 - ongoing
	Seek funding to implement findings of Burns (2000) report <i>Ivanhoe Housing and Environmental Health Plan</i> .	Implementation of findings from Burns' Report		
Maintain and protect homes from the harsh climatic conditions experienced in Ivanhoe.	Install appropriate shading/ sealing/ screening from sun, wind and dust.	Appropriately warm/cool, dust free households.	AHO, RAHLA	June 2019 - ongoing
	Appropriate heating and cooling installed and operating in each house.	Ducted air-conditioning installed and operating in each home.		
	Use good quality materials suitable for the harsh climate.	Quality of finish and length of time repairs and maintenance last.		
Housing provider to deliver works programs to increase availability of housing stock to meet the changing needs of our community.	Build four appropriately designed 2-bedroom flats/ units to accommodate singles and Elderly.	Singles, couples and families matched and accommodated to current and future housing need.	AHO, RAHLA	June 2019 – ongoing

3. ENVIRONMENT

Goal: Improve our local infrastructure so there is access to high quality drinking water, clean air, unpolluted surroundings and attractive green and public spaces.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Outcome: Maintain and improve the natural and built environment.				
Provide access to clean drinking water for all our community households.	Seek funding to install rainwater tanks for all Aboriginal private and rental households.	All households have constant access to clean rainwater.	AHO, RALA, CDS and private sector	December 2020
Reduce impacts of wind and dust.	Develop a tree and vegetation cover plan.	Extent of tree and vegetation plantings.	CDS with support from RDA and private sector	December 2020 - ongoing
	Undertake a street curbing and sealing program.	Extent of curbing and street sealing.		
	Install individual bio-cycling systems in all our community private & rental households to irrigate household lawns and gardens.	Number of bio-cycling systems installed, and extent of groundcover established.		
		Decreased incidence of dust related asthma attacks for our children		

Reduce the incidence of flooding in streets and house yards after significant rains.	Carry out a localised drainage study and implement works.	Localised flooding after big storm events is reduced.	CDS	December 2020 – ongoing
Improve the level of our town's street lighting.	Develop and implement a lighting plan.	Safe and well-lit streets so people can walk easily and more safely at night.	CDS	December 2019 - maintain
Outcome: Animal health improved in Ivanhoe.				
Implement regular dog and cat and de-sexing and health checks, along with promotion program.	Seek funding to have programs in Ivanhoe and liaise with RSPCA.	Animal health improved. Decrease in number of stray and unwanted dogs and cats in Ivanhoe.	RSPCA, CDS and Maari Ma	December 2019 and ongoing

4. LEARNING

Goal: Improve the educational opportunities for Aboriginal children, young people and adults.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Early Childhood: Develop our children and provide opportunities to the highest possible standard in a supportive environment.				
Ensure continuation of early childhood development program.	Seek appropriate renewal funding.	Number of children and parents participating in early childhood project activities.	Dept of Education & Communities	Ongoing and as appropriate
	Working Party to monitor program.			
School Aged Children: Ensure Progressive improvement in academic achievement and increase school retention rates.				
Broaden educational experience for students around life and opportunities outside of Ivanhoe.	Seek funding for opportunities for students to go on out-of-town trips to places like Sydney and Canberra.	Number of trips held and number of participants.	Ivanhoe Central School and support from AECG, Murdi Paaki Young Leaders.	June 2020
Help children understand their heritage and maintain our culture.	Seek funding and suitable language teachers for a Ngiyampaa and Barkindji language program at Central School.	Number of students participating.	Ivanhoe Central School and support from AECG	June 2020
		Students level of language development.		
Adults: Ongoing Adult Learning				
Seek opportunities for continuing education for adults.	Partner with TAFE and other education providers to bring more training opportunities to Ivanhoe.	Number of adults participating.	NSW TAFE	June 2020 - ongoing

Set up an adult learning centre in the cultural centre for adults to build skills without leaving the community.	Seek funding. Organise an Elders computer training program.	Number of Elders participating.		
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5. EMPLOYMENT AND ENTERPRISE DEVELOPMENT

Goal: Local employment is generated by developing Aboriginal owned and operated business enterprises, such as mining, tourism and market gardens.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Build on enterprise development opportunities associated with the immediate priority of a cultural centre (e.g. art gallery).	Seek funding for a community forum to discuss employment and business opportunities.	Number of people employed as a result of businesses developed. Sustainability of Aboriginal businesses established.	Indigenous Business Australia (IBA), Regional Development Australia (RDA), REDI.E, CDS, and private sector	December 2019 - ongoing
	Seek funding for feasibility strategies arising from forum.			
	Review existing studies i.e. MPREC nursery feasibility study.			
	Identify community members interested in business management and arrange appropriate training.			

Working Party work together with private sector to encourage greater Aboriginal employment opportunities around future development.	Develop appropriate employment and training pathways and agreements associated with any future development.	Number of people employed. Types of positions secured.	Private sector	December 2019 - ongoing
Link into wider regional culturally based ecotourism opportunities.	Determine wider regional eco-tourism opportunities and build connections for employment in Ivanhoe and region.	Number of people employed. Types of positions secured.	RDA, IBA, REDIE, TAFE	December 2020
Enterprise development associated with local market garden for local food supply.	Enterprise plan developed with CDEP and appropriate funding sought.	Amount of local food supplied. Number of people employed.	REDIE, IBA, non-profit sector	December 2020
Enterprise opportunities developed from Joint Management Agreement for Kajuligah and Morrison's Lake Nature Reserves i.e. fencing and feral animal and weed control.	Negotiate with Office of Environment enterprise opportunities associated with Joint Management Agreements.	Agreement successfully negotiated and contracts secured. Number of people employed.	Office of Environment/ Cultural Heritage	December 2020

6. HEALTH

Goal: The standard of and access to health care for our community is equal to regional centres and cities.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Outcome: A local healthcare service providing everyone a full range of services from primary preventative to acute care.				
Lobby for improvement of primary health care services so people can be treated in Ivanhoe without the need to travel as often	Seek funding for specific diagnostic tools i.e. blood gas equipment (remote) and remote x-ray equipment.	Blood gas diagnosis is undertaken in Ivanhoe Remote area x-rays are taken in Ivanhoe hospital. A remote area x-ray operator is trained from existing staff.	DH-FWHD, Maari Ma, Royal Flying Doctors Service (RFDS), Medicare Local.	December 2020
	Lobby through the Regional Assembly for the regional Dental van to provide regular free services.	People regularly undergoing dental examinations and treatment.	MPRA, DH-FWHD, Maari Ma, RFDS, Medicare Local.	December 2020
Ensure greater participation in the bi-annual Well Persons Health Program.	Greater promotion	Number of people participating increases.	Maari Ma, DH-FWHD, Medicare Local	December 2020
	Determine reasons why some of the community may not be participating.	Number of people taking appropriate preventative health care action.		
	Greater promotion	Number of participants		

Hold an Aboriginal mental health and well-being workshop.	Determine reasons why some of the community may not be participating.	Community aware of mental health issues, services and ways to seek help	Maari Ma, DH-FWHD, Medicare Local, RFDS	December 2020
Outcome: Spiritual wellbeing upheld at hospital.				
Construct an appropriately located pergola as a 'place of reflection'.	Seek support from Dept of Health.	Pergola erected and used as appropriate.	DH-FWHD	December 2020

7. COMMUNITY WELLBEING

Goal: Improve and uphold the social, physical and cultural well-being of our families in particular our young people and elderly.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Young People				
Our young people are supported in planning their futures.	Facilitate youth to develop own Youth Development Plan.	Plan developed & implemented.	NSW Sport & Recreation, CDS, MPRA – MPYL and government agencies as appropriate	December 2020 - ongoing
	Training Plans developed for those youth planning to stay in Ivanhoe after leaving school.	Young people feel empowered and participate in community life.		
	Seek funding and utilise Youth Coordinator (as part of identified immediate priority) in working with our young people to develop these plans.			
Our young people are engaged and participating in local and regional affairs & Working Party.	Encourage young people's participation in Working Party.	Youth representatives attending Working Party meetings	MPRA- MPYL/ Community/ CWP and government agencies as appropriate	December 2019 - ongoing
	Identify potential future leaders			
	Connect with Murdi Paaki Young Leaders			
	Guide & fast-track leaders in local governance/ admin & management	Number and frequency of Young people participating in out-of-community organised activities.		
	Seek funding for our young people to visit other communities etc			

Promote achievements of our young people.	Nominations for Australia Day awards and awards during NAIDOC Week.	Regular nominations/ awards.	CDS/ Community.	December 2019 – ongoing.
Elderly				
Our Elderly are respected and maintain their rightful place in our community with their lives being comfortable and full.	Provide community support to make sure our Elderly's day-to-day needs in terms of shopping, medical appointments are met.	Elderly don't feel restricted in accessing all manner of services	Central Darling Shire, HACCC/ ADHC and government agencies as appropriate	December 2019 - ongoing
	As per immediate Elderly needs ensure transport is reasonably accessible and regularly used.			
With no local aged care facilities assist Elderly to stay in homes longer.	Seek funding to develop a position/ program to provide Nursing Assistance.	Elderly who otherwise would have to leave the community are able to stay longer in their homes.	HACC/ ADHC/ Dept Health/ Central Darling Shire	June 2019
Elderly actively involved in taking part in passing down of cultural traditions.	Seek funding to record oral histories and stories.	Number of recordings completed.	Office of Environment/ Cultural Heritage	December 2019 - ongoing
Families				
Protect our women & children from domestic violence by providing appropriate crisis	Develop a list of trusted community members for people in times of need.	Reduction in domestic disputes.	Community Services, NSW Police	December 2020 - ongoing
	Provide safe house/motel accommodation out of town as appropriate.			

accommodation and educating community.	<p>Appoint a contact person (ie. ACLO) who can advise where to go in particular instances. Accommodation should have direct contact to this position, Police and hospital.</p> <p>Hold appropriate drug & alcohol and domestic violence awareness/ prevention courses/ programs in Ivanhoe.</p>	<p>Appropriate access to crisis accommodation/ safe house.</p> <p>Affected families feel safe and supported.</p>		
Improve our food and nutritional well-being.	<p>Lobby for community garden to be developed as a potential CDEP business opportunity: seek funding, develop plan and provide support for technical, marketing and business principles.</p> <p>Hold healthy eating courses, ensuring community support.</p>	Families have access to a greater range of fresh fruit and vegetables.	CDEP, Central Darling Shire, Maari Ma, specialist non-profit sector i.e. I'm Not Fussy; private sector.	December 2019

8. CULTURAL AND SPIRITUAL

Goal: Improve community's connection to Country and cultural awareness.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
Outcome: Keep our Cultural Heritage alive.				
Bring together Elders and young people to allow passing on of traditions and knowledge transfer.	Seek funding and organise cultural camps and events specifically employing ways to engage young and Elderly people together.	Number of young people otherwise engaged and actively wanting to participate in cultural heritage Elderly's and young people's perceptions around how the two have come closer together	Office of Environment/ Cultural Heritage	December 2019 - ongoing
	Provide transport for attending cultural activities.		Private sector sponsorship as appropriate	
Build a growing record of our history and the lives of individuals and families.	Seek funding and organise recording of oral histories around traditional ways so young people become aware of local histories.	Number of recordings completed.		December 2019 - ongoing
Ensure Carowra Tank Mission is identified as a Special Place	Determine procedure for identification.	Identified as a Special Place	Office of Environment Cultural Heritage Division and local landholders	December 2020
	Gain community support.			
	Liaise with landholders and work with Office of Environment Cultural Heritage Division.			

Joint Management Agreement developed for Kajuligah and Morrison's Lake Nature Reserves with Office of Environment Cultural Heritage Division.	Gain more community support.	Joint Management Agreement in place after significant community input. Community enjoying benefits of the agreement.	Office of Environment Cultural Heritage Division.	December 2020
	Have input into the development of a Joint Management Plan Liaise with Office of Environment in furthering initial work commenced around Parks Partnership funding.			
Work closely with Cristal Mining for protection of cultural heritage sites associated with proposed mining development operations.	Develop working relationship with Cristal Mining (formerly Bemax).	Cultural Heritage associated with proposed developments protected. Community awareness of sites and cultural heritage increases.	Cristal Mining	June 2019 - ongoing
Stolen Welcome to Ngiyampaa Country signs replaced.	Continue to liaise with CDS to make new signs and erect.	Signs replaced and official ceremony undertaken.	Central Darling Shire	December 2019

9. PARTNERSHIP AND COMMUNITY SERVICE

Goal: Work with service providers as equal partners to improve services and programs across all areas of our community's development.

Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)
The Working Party and community are working with government, non-profit and private sectors as equal partners	<p>Improve networking for services by making sure relevant agencies are participating in Working Party meetings.</p> <p>All relevant agencies, CDS, non-profit organisations and the private sector attend meetings as appropriate and are involved in planning/ implementation.</p>	Agencies, non-profit and private sector continue to want to engage with the Working Party and deliver projects/ programs	All agencies, CDS, non-profit organisations and private sector in partnership with the Working Party.	June 2020 - ongoing
Government agencies are meeting community need through effective service delivery.	Agencies, CDS, non-profit organisations and private take responsibility for areas for action as appropriate.	<p>Demonstrated willingness of agencies, CDS, non-profit organisations and private sector to take on identified needs.</p> <p>Community sense needs are being addressed and satisfaction of being effectively serviced increases.</p>	All agencies, CDS, non-profit organisations and private sector in partnership with the Working Party.	June 2020 - ongoing
Ensure an Aboriginal Community Liaison Officer (ACLO) is	Appoint an Aboriginal Community Liaison officer at least part time or for example in a job-share with another	Crime rates decrease and community feel more comfortable culturally liaising with Police.	NSW Police	December 2020

adequately servicing Ivanhoe	community such as Menindee - NSW Police allocate position and resources to meet need.	Services and programs are making a real difference to the social, cultural wellbeing of our Community.		
	ACLO to participate in regular Community Consultative Meetings with Police.			
Improve and build respect for client confidentiality in the Centrelink office.	Lobby Centrelink to make appropriate changes.	Clients feel comfortable to use facilities.	Centrelink	December 2020

10. Regional Aboriginal Housing Leadership Assembly (RAHLA)

Goal: To improve quality housing, affordable rentals and living conditions				
Objectives (WHAT)	Strategies (HOW)	Performance Indicators (HOW we will measure this)	Responsibilities (WHO)	Priority (WHEN)



APPENDICES

A. Amendments

B. Current and Future Initiatives Template

APPENDIX A: AMENDMENTS

Ivanhoe CAP Amendments

Page No.	Section No.	Description	Adoption date

APPENDIX B: CURRENT AND FUTURE INITIATIVES TEMPLATE

IVANHOE CAP	CURRENT INITIATIVES			EMERGING AND FUTURE INITIATIVES		
Priority Area	Current Initiatives that your Department is delivering in the Ivanhoe community	How the initiatives intersect with the Ivanhoe CAP	How the initiatives intersect with the Murdi Paaki Regional Plan action areas	Emerging and future initiatives that your Department could deliver in the Ivanhoe community	How the initiatives would intersect with the Ivanhoe CAP	How the initiatives would intersect with the Murdi Paaki Regional Plan
INITIATIVE 1						
INITIATIVE 2						
INITIATIVE 3						

ANNEXURES

- A. Murdi Paaki LDM Accord II May 2019
- B. Murdi Paaki LDM Accord Mark II Negotiations Logical Model
- C. MPRA and NSW Government LDM Accord Mark II Implementation Process
- D. Murdi Paaki Community Coordinator Programme: Project Work Plan