



NGEMBA COMMUNITY

WORKING PARTY

COMMUNITY ACTION PLAN 2019



**MURDI PAAKI
REGIONAL
ASSEMBLY**

ACKNOWLEDGEMENTS

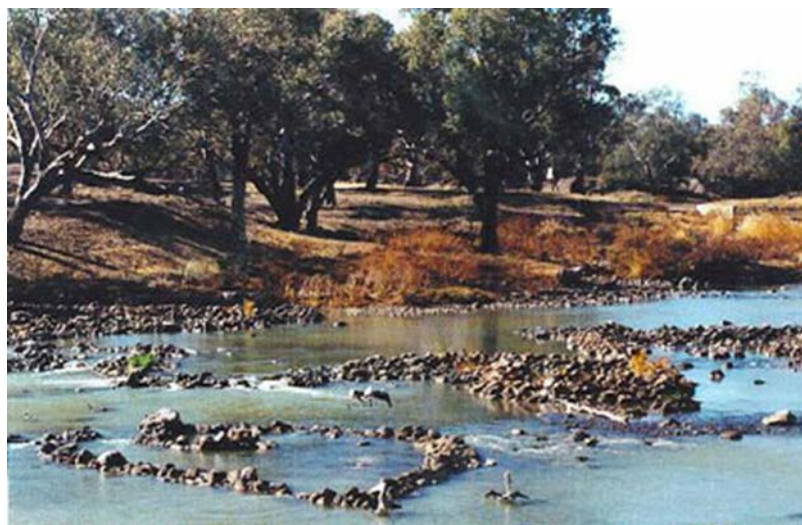
This Community Action Plan (CAP) was developed through the Ngemba Community Working Party (CWP) in Brewarrina. The Ngemba CWP would like to thank the members who participated in the planning process and workshops. This plan belongs to Ngemba (Brewarrina) Aboriginal community.

We acknowledge and pay our respects to the Elders past, present and those to come of the Ngemba Nation of which the Brewarrina area is part. We also acknowledge and pay respect to those Elders, past, present and future and those from other Nations who have found their home now in Brewarrina.

In the introduction to its regional plan, the Murdi Paaki Regional Assembly (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.

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ABBREVIATIONS

ADHC	Dept. of Aging Disability and Home Care
AHO	Aboriginal Housing Office
BSC	Brewarrina Shire Council
CAP	Community Action Plan
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



TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	ii
ABBREVIATIONS.....	ii
TABLE OF CONTENTS.....	1
EXECUTIVE SUMMARY.....	3
COMMUNITY PROFILE.....	4
MURDI PAAKI REGION.....	4
HISTORY.....	5
LOCATION.....	5
POPULATION STATISTICS.....	6
NGEMBA COMMUNITY WORKING PARTY.....	7
ROLE AND PURPOSE.....	7
ACHIEVEMENTS.....	8
VISION.....	9
MISSION.....	9
MEMBERSHIP.....	10
VOTING RIGHTS.....	10
QUORUM.....	10
ORGANISATIONAL STRUCTURE.....	11
INTERNAL AND EXTERNAL BODIES.....	11
THE ACCORD.....	13
THE PLAN.....	14
INTERNAL IMPLEMENTATION PROCESS.....	14
ENGAGEMENT PROCESS FOR EXTERNAL BODIES.....	15
MONITORING AND REVIEW.....	18
REGIONAL PRIORITIES.....	19
BREWARRINA PRIORITY AREAS.....	20
ACTION PLAN.....	21
1. CULTURE AND SPIRITUAL WELLBEING.....	21
2. ECONOMIC DEVELOPMENT, EMPLOYMENT AND TRAINING.....	22
3. GOVERNANCE AND LEADERSHIP.....	25
4. YOUTH.....	26

5. HEALTH27

6. EDUCATION29

7. HOUSING30

8. SAFETY AND WELLBEING31

APPENDICES32

 APPENDIX A: AMENDMENTS.....33

 APPENDIX B: CURRENT AND FUTURE INITIATIVES TEMPLATE.....34

ANNEXURES.....35



EXECUTIVE SUMMARY

This CAP was developed by the Ngemba CWP, supported by Murdi Paaki Services Limited (MPSL). It is intended to inform external agencies of the priorities of the Brewarrina First Nations community and provide guidance in working in Brewarrina to improve services and programs.

Brewarrina is part of the traditional Country of the Ngemba people. Once the meeting grounds for over 5,000 people, the area has a long First Nations history. Its most significant feature is the fish traps, known as the Ngunnhu, which are over 40 000 years old. Brewarrina is now home to approximately 1000 First Nations people.

The Ngemba CWP developed from a reference group first established in 2003 and is the peak Aboriginal governance and representative body for the Ngemba 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 (LDM) Accord.

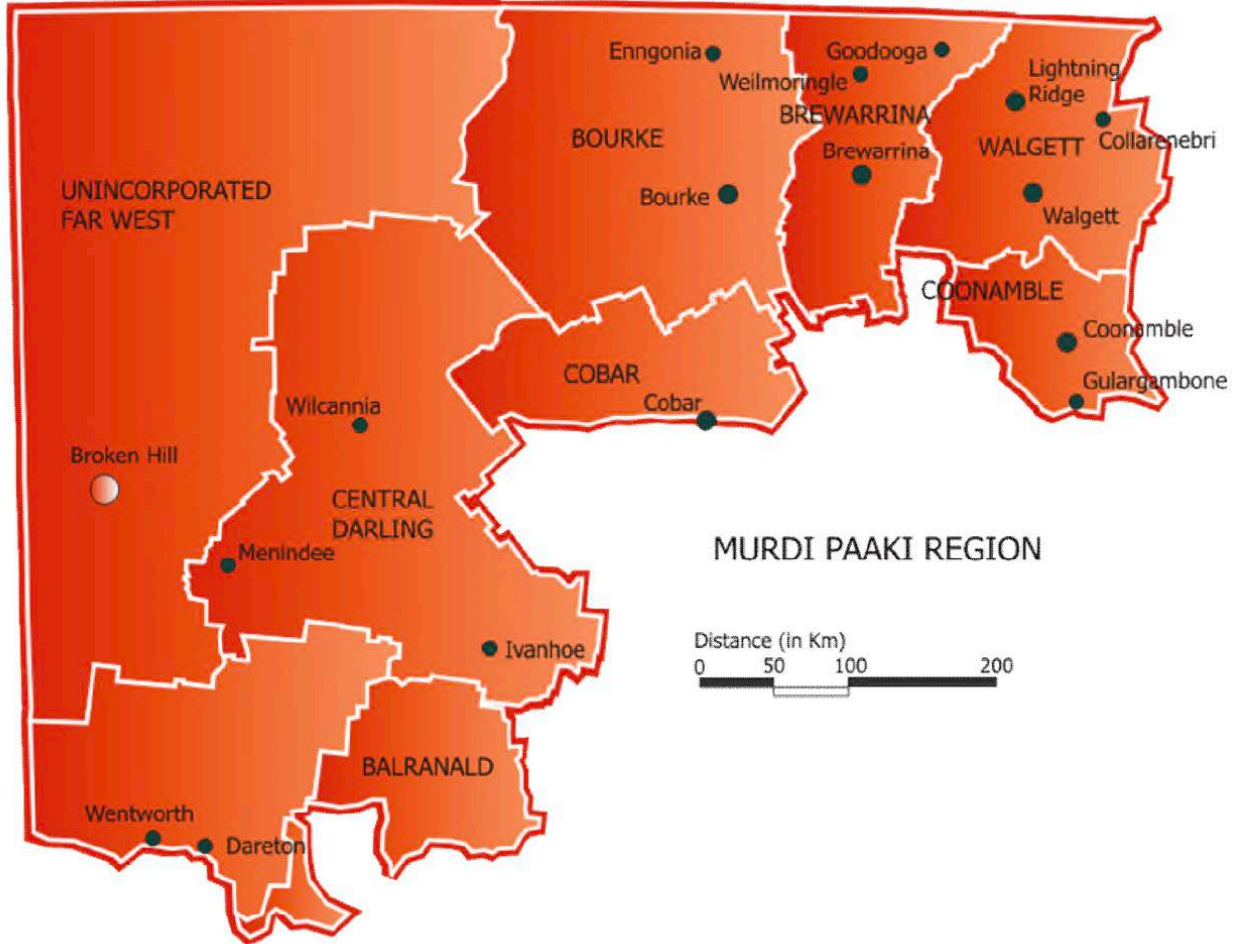
The Ngemba CWP sets community priorities to guide external agencies such as government departments, Non-Government Organisations and the private sector in developing policies and programs for the Ngemba Aboriginal Community. When working in Ngemba, external agencies should follow the engagement process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

The vision of the Ngemba CWP is that ‘the Brewarrina Aboriginal Community will be an independent, liveable, safe and healthy environment contributing to self-determination, cultural and racial harmony and the progressive development of the township of Brewarrina.’ As the formally recognized First Nations governance body for Brewarrina, the Ngemba CWP regularly reviews their CAP, identifying priorities to improve the fundamental needs of their community. In this latest 2019 review, the Ngemba CWP have identified eight action areas: culture and spiritual wellbeing; economic development, employment and training; governance and leadership; health; youth; education; housing; and safety and wellbeing. Under the first four of these action areas are the following high priority objectives: to restore our Ngunnhu (fish traps) so we can continue to celebrate our culture and heritage; to secure ownership of the Moonbi and Merriman properties and water license, supervised by Ngemba Traditional Owners, for economic development, employment and training purposes; to build strong working partnerships with organisations and agencies working in Brewarrina; and to bring health services back under community control to raise the standard of delivery and ensure culturally appropriate services for our people.

COMMUNITY PROFILE

MURDI PAAKI REGION

Brewarrina is in the north-east of the Murdi Paaki Region in the Brewarrina Shire.



Murdi Paaki Region (Murdi Paaki Regional Plan)

HISTORY

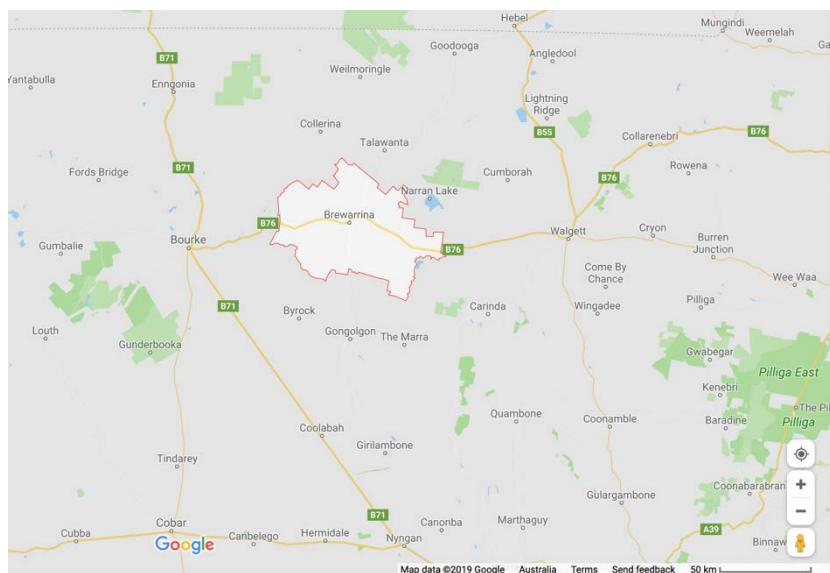
The History was provided by members of the NCWP during the consultation process.

Brewarrina is located in the traditional lands of the Ngemba people. The area has a long First Nations history and was once the meeting grounds for over 5,000 people.

Brewarrina's most significant feature is its Aboriginal fish traps. Known in the local Aboriginal language as *Ngunnhu*, the traps are believed to be at least 40,000 years old, possibly the oldest surviving human-made structure in the world. Consisting of river stones arranged to form small channels, the traps directed fish into small areas from which they could be readily plucked. The traps were included in the National Heritage List on 3 June 2005: the only such site in NSW outside of Sydney. There is an application currently in progress for World Heritage Listing. The ready availability of fish made Brewarrina one of the great inter-tribal meeting places of pre-European eastern Australia.

LOCATION

Brewarrina Shire is located in the Orana Region of central northern New South Wales, about 800 kilometres north-west of Sydney. Covering 19 188 km², it is bounded by the Queensland border in the north, Walgett Shire in the east, Warren Shire and Bogan Shire in the south and Bourke Shire in the west. Townships and localities in Brewarrina Shire include Angledool (part), Bogan, Brewarrina, Byrock (part), Collarenebri, Coolabah (part), Enngonia (part), Gongolgon, Goodooga, Narran Lake, Talwanta, The Marra (part) and Weilmoringle. The Shire is in the State Electorate of Barwon and the Federal Electorate of Parkes. It covers 19 188 square kilometres



Brewarrina, Location in North-Western NSW

Source map on right:

https://en.wikipedia.org/wiki/Brewarrina,_New_South_Wales#/media/File:Australia_New_South_Wales_relief_location_map.png

POPULATION STATISTICS

At the 2016 Census,^{1*} the ABS Indigenous Area of Brewarrina had a total population of 1644 people, of whom 1011 or 61.5% identified as Aboriginal and Torres Strait Islander. Of the First Nations population, there were 505 females and 503 males. There were 276 individuals under the age of 14 years old (27.3% of the First Nations population) and 72 over 65 years old (7.1%). The median age of the Brewarrina area's First Nations people was 28 years. 49 people or 4.8% spoke a First Nations language at home.

Of the 701 First Nations people 15 years or over no longer attending school, 116 (11.5%) attained year 12 or equivalent. 100 people (9.9%) had a higher education qualification at a certificate level, 18 (1.8%) at a diploma or advance diploma level and 17 (1.7%) at a bachelor degree level. 16 people were currently attending TAFE and 10 people university, the vast majority female. Currently, the Brewarrina Central School has 162 students enrolled with 98% being First Nations.

In 2016, 36.2% of First Nations people in Brewarrina were participants in the labour force with a 31.8% unemployment rate. The total percentage of the population in employment is 24.8%.

The median personal income for First Nations people was \$366 per week. 6.1% of the First Nations adult population earned a personal income of over \$1000 per week. The median weekly household income for First Nations families was \$743 per week.

The average household size for First Nations families was 2.8 people with an average of 0.9 people per bedroom. The proportion of dwellings that needed one or more extra bedrooms was 15.3%.

*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. Additionally, it does not give statistics based on individual Nation group.

¹ Australian Bureau of Statistics, 'Brewarrina (IARE 103002)' 18513.2 km², 2016 Census of Population and Housing: Aboriginal and Torres Strait Islander Peoples Profile. Catalogue no. 2002.0
https://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/communityprofile/ILOC10300202?opendocument, accessed 20 Sept 2019.



NGEMBA COMMUNITY WORKING PARTY

ROLE AND PURPOSE

The Ngemba CWP is the peak First Nations governance and representative body for the Brewarrina First Nations community within the Murdi Paaki region. It has a history of over sixteen years of governance. In 2003 the Brewarrina Aboriginal community was one of the sixteen communities selected to participate in the Murdi Paaki COAG (Council of Australian Government) trial. Initially Aboriginal community reference groups were formed to enhance the capacity of working with government agencies for Aboriginal people.

The NCWP, which continues to meet today, represents the whole of community. With open membership, it is comprised of representatives from the Brewarrina First Nations community and from a cross section of other community groups including churches, community leaders, Elders, local government (Brewarrina Shire Council), schools, other agencies, service providers and organisations. As a Working Party we hold strong views on Aboriginal issues and represent the community in engaging with government and non-government agencies as well as continuing to participate at Regional Assembly forums. We are fully inclusive and meet on a monthly basis where all members have the opportunity to participate and in turn be a representative at the local level. The NCWP has demonstrated its ability to represent the views and advocate on behalf of the Brewarrina Aboriginal community. It is the point of contact for many parties including Local, State and Federal government. Our CAP was reviewed and refreshed in 2012.

In 2009, the Ngemba CWP acknowledged the Two Ways Together Community Partnership Program and actions were put into place to form a recognised governance body. In April 2011 the Working Party was formally recognised as a community governance body, an important milestone celebrated on 11th May of that year.

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 Ngemba 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.

ACHIEVEMENTS

- Establishment of a Community Reference Group as part of the Murdi Paaki COAG Trial (2003).
- Formation of the Ngemba CWP as a recognised governance body under the Two Ways Together Community Partnership Program (2009).
- CAP developed has been reviewed and endorsed at regular intervals.
- Consistent representation by Ngemba CWP Chairs on the MPRA.
- Consistent representation of the Brewarrina First Nations community in high level negotiations with senior executive staff from all tiers of government.
- Assisted in the appointment of a Ngemba representative on the Northern Basins Aboriginal Nations (NBAN) Board (2015).
- Assisted the Literacy for Life Foundation's First Nations Adult Literacy Campaign from 2015 to 2017, facilitating graduation of three classes.
- Successful negotiations to appointment nine Aboriginal staff in Brewarrina and Bourke for the NSW Rural Fire Service (2019) and facilitation of their graduation, including visit by the Rural Fire Service commissioner.
- Facilitated a visit by the Murray Darling Basin Authority to discuss cultural flows (2018).
- Helped establish a reference group and board for the new First Nations management of the Aboriginal Integrated Child and Family Centre (2018-9).
- Assisted in developing the future land use management plan for the Indigenous Land and Sea Corporation-owned property at Merriman Station (2019).
- Worked with Sydney University to provide cultural awareness training and facilitate a real-life cultural setting for student placements from 2016 to 2019.

VISION

The Vision statement was completed by members of the NCWP.

“The Brewarrina Aboriginal Community will be an independent, liveable, safe and healthy environment contributing to self-determination, cultural and racial harmony and the progressive development of the township of Brewarrina.”

In line with the vision of the MPRA, it is also the Ngemba CWP aims to:

“Establish Aboriginal jurisdiction in the Murdi Paaki region based on recognition of our human rights as Aboriginal peoples, political, social and cultural respect for Aboriginal and Torres Strait Islander people in Australian society, and equitable participation in the economic development of the region”

MISSION

Through the NCWP, the Brewarrina Aboriginal Community is committed to:

- Ensuring Culture and Heritage, including the environment, intangible heritage, tangible heritage and physical attributes that are part of Ngemba history is preserved for generations of the future. This will be a priority in all plans for future generations.
- Self-determination.
- Improving the environment for the community to make it more liveable, safe and healthy.
- Protecting and enhancing Brewarrina's natural environment.
- Building a strong and sustainable Aboriginal economy.
- Contributing to equitable and fair outcomes in community development and associated social, business and employment strategies.
- Achieving accountability for the provision of housing and other essential infrastructure services.
- Planning responsibly for the future of the Aboriginal Community and contributing to the planning for Brewarrina's future.

MEMBERSHIP

Unrestricted. Membership is open to all local residents of Brewarrina NSW.

Local Ngemba Traditional Owners cultural protocols must be respected at all times. This applies to all areas of the CAP.

The Chair and Executive must be elected from the sitting voting members and will be elected every 2 years at the AGM.

VOTING RIGHTS

Voting rights sit with Aboriginal members only.

Associate membership will be granted to non-Aboriginal members, including but not limited to service providers, local mainstream businesses and government agencies.

QUORUM

The Ngemba CWP must have a minimum of 7 Aboriginal members in attendance at the meeting to vote and make decisions.

The Chairperson or Deputy Chairperson must also be present in all decisions requiring a vote.

ORGANISATIONAL STRUCTURE

The internal structure refers to the governance of the Ngemba CWP itself and its connections to the Brewarrina Aboriginal community and the MPRA. The Ngemba 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 Ngemba CWP sits within the MPRA, its relationship with NSW Government departments is governed by the Murdi Paaki LDM Accord Mark II, drafted in May 2019 (Annexure A).

The external organisational structure gives an overview of the community environment within which the Ngemba CWP sits. Services delivered in the Ngemba Aboriginal community operate under the guidance of the Ngemba 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. MPSL 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 Brewarrina community.

MPRA and its membership of 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. MPSL 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, MPSL Regional Coordinators will provide administrative support to assist CWPs to provide leadership in implementing their local CAPs.

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

INTERNAL	
Traditional Owners/Elders	Are members of the Ngemba CWP.
Aboriginal Community Members	Act in an advisory role and as members of the Ngemba CWP.
MPRA	Is the governing arm of CWPs in the Murdi Paaki region.
EXTERNAL	
MPSL	Is the operational arm of the MPRA.
State and Federal Government	Consults consistently with the Ngemba CWP as the peak LDM body in Brewarrina 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 Ngemba CWP.
NGOs	Help the Ngemba CWP achieve goals through appropriate assistance and funding opportunities; are accountable and responsible to the Ngemba CWP, using it to oversee the implementation of Aboriginal programs within the Brewarrina community.
Private Sector	Work with the Ngemba 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 Ngemba CWP and should be encouraged in active participation.

Roles, Internal and External Bodies

THE ACCORD

As the Ngemba 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 Ngemba CWP following the engagement process outlined in this CAP, 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.²

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.’³ 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.’⁴

² Murdi Paaki Local Decision Making Accord, May 2019, pp. 3-4.

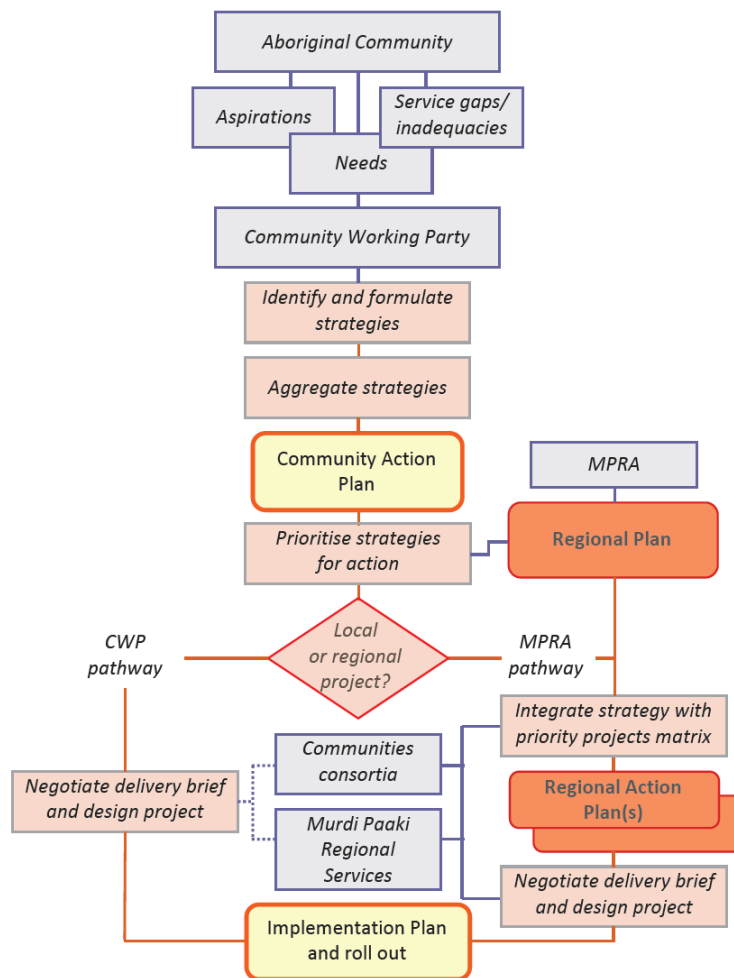
³ Murdi Paaki Local Decision Making Accord, May 2019, p. 6.

⁴ Murdi Paaki Local Decision Making Accord, May 2019, p. 7.

THE PLAN

INTERNAL IMPLEMENTATION PROCESS

This CAP was developed by the Ngemba CWP to reflect the aspirations and needs of the Brewarrina 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 Brewarrina 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 CAP (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 CAP (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.

MONITORING AND REVIEW

This CAP 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 CAP and agree to any suggestions or improvements. Following the revision of this CAP there will be an evaluation against the performance indicators and timeframes which may be subject for change to include the implementation of new programs.

The following process was undertaken for the last review of the CAP.

- NCWP was supported by a Community Project Officer engaged by Aboriginal Affairs NSW.
- MPRA provided additional support and guidance.
- A draft plan was revised and forwarded to the Chair of NCWP on the 19th July, 2012 for review, with information being provided by the Community Project Officer.
- A final, amended draft plan was provided to the NCWP on 27th August, 2012.
- This most recent draft was reviewed in October 2019.

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 Brewarrina 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

BREWARRINA PRIORITY AREAS

The Ngemba CWP has identified eight priority areas and goals for the Brewarrina Aboriginal community, with four high priority objectives as outlined in the table below.

Action Area	Goals
Culture and Spiritual Wellbeing	To provide a cultural and spiritual environment for our people.
	HIGH PRIORITY OBJECTIVE: Restore our Nghunnu (fish traps) so we can continue to celebrate our culture and heritage.
Economic Development, Employment and Training	To secure real employment for the people of Brewarrina.
	HIGH PRIORITY OBJECTIVE: Secure ownership of the Moonbi and Merriman properties and water license, supervised by Ngemba Traditional Owners, for economic development, employment and training purposes.
Governance and Leadership	To build the capacity of our First Nations individuals and community to provide strong leadership for our people.
	HIGH PRIORITY OBJECTIVE: Build strong working partnerships with organisations and agencies working in Brewarrina.
Health	To encourage increased awareness by members of the First Nations community of factors impacting on their health.
	HIGH PRIORITY OBJECTIVE: Bring health services back under community control to raise the standard of delivery and ensure culturally appropriate services for our people.
Youth	To provide appropriate after school activities to keep young people engaged.
Education	To increase school attendance and completion of HSC or equivalent TAFE courses.
Housing	To reduce the shortfall of available housing and ensure all houses are maintained.
Safety and Wellbeing	To create and maintain a safe and happy community.

ACTION PLAN

1. CULTURE AND SPIRITUAL WELLBEING

Goal: To provide a cultural and spiritual environment for our people.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
HIGH PRIORITY 1.1 Restore our Nghunnu (fish traps) so we can continue to celebrate our culture and heritage.	Obtain World Heritage Listing for our Nghunnu by lobbying nationally and internationally.	Ngemba Traditional Owners	June 2020
	Ensure official recognition is given to the Ngemba Traditional Owners as custodians of the Nghunnu so they can assume control of their custodianship.	Ngemba Traditional Owners	June 2020
	Restore the fish traps and ensure an ongoing program of culturally appropriate maintenance, as overseen by the Ngemba Traditional Owners.	Ngemba Traditional Owners	December 2020
	Create opportunities for cultural celebrations, tourism and community activities around the Nghunnu.	Ngemba Traditional Owners	Ongoing
	Work in partnership with the Brewarrina LALC and the Brewarrina Shire Council (BSC) for all of the above strategies.	Bre LALC; BSC; NCWP	Ongoing
1.2 Increase opportunities for families to be connected to Country and identity.	Sharing of our Intergenerational Cultural Knowledge and protocols within the community.	Ngemba Traditional Elders; Families; Education & Health Systems; Justice Systems	Ongoing
	Facilitate First Nations Cultural and healing camps.		
	Create opportunities through sharing culture through art, practices and celebrations.		
	Build a First Nations Cultural Healing Centre.		
	Record our Culture and Heritage and oral histories.	Ngemba Traditional Owners	Ongoing

	Hold events for NAIDOC and cultural celebrations. Re-establish the Festival of Fisheries.	NCWP REDI.E - CDP Ngemba Traditional Elders Local Aboriginal Lands Council Brewarrina Shire Council (BSC)	
	Initiate a Ngemba Women's Programme.	NCWP REDI.E - CDP	

2. ECONOMIC DEVELOPMENT, EMPLOYMENT AND TRAINING

Goal: To build economic opportunities to secure real employment for the people of Brewarrina, supported by training.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
HIGH PRIORITY 2.1 Secure ownership of the Moonbi and Merriman properties and water license, supervised by Ngemba Traditional Owners, for economic development, employment and training purposes.	Work with Department of Prime Minister and Cabinet to ensure the transfer of the Moonbi and Merriman properties and water license to Traditional Owners through the NCWP.	PM&C; NCWP; Ngemba Traditional Owners and Elders	June 2020
	Build governance structures and capacity to manage Moonbi and Merriman properties through the NCWP.		June 2020
	Investigate and establish culturally appropriate economic opportunities for the Brewarrina First Nations community at the Moonbi and Merriman properties, such as market garden; agistment; shearing shed; fish farm etc.		June 2021
	Investigate and establish culturally appropriate training opportunities such as shearing		June 2021

	school and horticulture at the Moonbi and Merriman properties to lead to secure employment for the Brewarrina First Nations community.		
2.2 Increase local employment for Brewarrina's First Nations Aboriginal community in growth sectors or emerging business opportunities.	Build a tourism and employment strategy around the Ngunnhu.	PM&C; BSC; REDI.E - CDP	Ongoing
	Work in Partnership with BSC to bring local garbage contract back to a local Aboriginal organisation.		
	Ensure our local services and Aboriginal organisations (Child Care Centre; AMS and Hospital; Aged Care) provide local jobs for local people.	Brewarrina Hospital; Brewarrina AMS; Child Care Centre; Aboriginal Integrated Child and Family Centre; Home Care; BCS; REDI.E - CDP	
	Establish structured activities in cemetery maintenance.	REDI.E - CDP	
	Negotiate with all relevant tiers of government to ensure APIC (Aboriginal Participation in Construction) policy is implemented in all capital works project.		
2.3 Establish training tailored to Industry standards and requirements to lead to employment opportunities.	Conduct a training and Employment needs analysis and build a strategy		
	Establish traineeships targeting growth industries such as aged care, health, mental health, rangers, hospitality, tourism, childcare.	Education Systems e.g. Careers Advisor, Aust & State Govt Traineeship and Apprenticeship Centres; PM&C - Indigenous Advancement Strategy; CDP; Vocational Training and Education Centres (VTEC); Indigenous Youth Careers Pathway Programme (IYCP)	

	Link training to real job opportunities with local and regional businesses.	REDI.E; NGOs; local businesses; BSC	
	Prioritise local people for training opportunities in administrative and managerial positions.	REDI.E; NGOs; local businesses; BSC	
2.4 Develop enterprise opportunities for the Brewarrina First Nations community.	Enterprise development through joint partnerships, and joint ventures with Local Government, MPSL, REDI.E, private investors.	NCWP; Local Government BSC; PM&C – IAS; Indigenous Business Australia (IBA); Indigenous Community Volunteers (ICV)	
	Utilise and redevelop local Aboriginal assets, buildings and land by securing funding, establishing infrastructure and refurbishing.	NCWP; Ngemba Traditional Owners; LALC; REDI.E	
	Work with the LALC to develop and establish its Community Land and Business Plan	LALC; REDI.E	

3. GOVERNANCE AND LEADERSHIP

Goal: To build the capacity of our First Nations individuals and community to provide strong leadership for our people.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
HIGH PRIORITY 3.1 Build strong working partnerships with organisations and agencies working in Brewarrina.	Build partnerships with government bodies at various levels, including the Brewarrina Shire Council.	BSC	
	Develop a Memorandum of Understanding with the Brewarrina Local Aboriginal Lands Council.	Bre LALC	
	Build strong relationships with and support the aspirations of local Ngemba Traditional Owners and Elders.	Ngemba TOs.	
	Encourage all agencies and organisations working in Brewarrina to report to the NCWP on a regular basis to provide updates and seek program endorsement and advice.	PM&C; NCWP	
	Monitor, evaluate and review all existing programmes and service delivery models.		
3.2 Continue to build the capacity of the NCWP.	Locally run governance training to build community capacity.		
	Work with Murdi Paaki young leaders' program to ensure succession planning for NCWP.		
	Find and secure an appropriate office space for the NCWP.		
	Find and secure regular secretariat support, preferably local.		

4. YOUTH

Goal: To provide appropriate after school activities to keep young people engaged.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
4.1 Work with existing local providers to increase the range and frequency of activities for our young people.	Support the youth centre for 12 to 25-years old	BSC; Youth Centre;	
	Encourage regular updates from BSC on youth activities in the community, particularly in the Youth Centre.		
	Work with youth activity providers to discuss possibility for more programs for youth, particularly in holidays and on weekends.	NSW Police; Dept. of Sport and Rec; BSC; Local church groups; YWAM	
	Establish regular youth activities including <ul style="list-style-type: none"> • Dance • Gymnastics • Cheerleading • Circus Skills • Aboriginal dance • Music classes 	NSW Police; Dept. of Sport and Rec; BSC; YWAM	
	Bring the Young Leaders Empowerment Programme to Brewarrina.	REDI.E; NCWP	

5. HEALTH

Goal: To raise the standard of health and wellbeing for the First Nations Aboriginal community to a level where individuals, family and the community can achieve its potential.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
HIGH PRIORITY 5.1 Bring health services back under community control to raise the standard of delivery and ensure culturally appropriate services for our people.	In partnership with Aboriginal Medical Services and the local community, work through the transition of medical services from Walgett AMS back to Brewarrina.	Walgett AMS; Community Health; NCWP	
	Support local Aboriginal organisation Ourgunya to establish a women's health service.		
	Look into local options for home care service provision.		
5.2 Increase awareness of factors impacting on health and wellbeing.	Ensure local community members receive culturally appropriate support and information for health education, e.g. dietary information, kidney health information, diabetes education, parent education.	Medicare Local Community Health; Brewarrina AMS	
	Increased education programs for young people about factors impacting on long term health outcomes, including Drug and Alcohol, Diabetes, General Health Care, Mental Health, Sexual Health, Cultural Education, Crunch and Sip	Community Health; AECG Far West Medicare Local; BCS; Brewarrina AMS	
	Run specific culturally appropriate health programs for men and women.	Ourgunya women's group; Ngemba Traditional Owners	Ongoing
5.3 Ensure a healthy environment for our community.	Investigate and establish community market garden opportunities that can support access to fresh fruit and	REDI.E	

	vegetables for all residents at reasonable cost.		
	Increase sporting programmes and activities around general fitness, including golf, tennis, lawn bowls, netball, basketball, rugby league and union, swimming club, Oz Tag, Cricket.	REDI.E; Clontarf; Girl Fit; Sport & Rec (State)	
5.4 Ensure our elderly and people with disabilities can live their best lives.	Look into local options for upcoming request for tender for home care services in Brewarrina.	Medicare Local Community Health; Brewarrina AMS	
	Ensure all people with disabilities have a disability inclusion plan.		
	Provide adequate transport services for the elderly and people with a disability.	REDI.E; BSC; Community Health	

6. EDUCATION

Goal: To increase school attendance and completion of HSC or equivalent TAFE courses.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
6.1 Increase school attendance to over 90%.	Families, community and local schools to continue practices to improve and maintain attendance increases.	Brewarrina Central School; St Patrick's School; Community; parents and carers; Connected Communities Reference Group; AECG; BSC	
6.2 All students to successfully complete the HSC.	Liaise with school in terms of high school attendance rates to determine where children are dropping out school and look at re-engagement into school.	Local schools; parents and carers; AECG; reference group	
	Work with local schools, AECG, and reference group to address gaps in literacy and numeracy of our children and ensure that effective programmes are accessible and in place.	Local schools; parents and carers; AECG; reference group	
	School to continue to work closely with TAFE to access a variety of subjects to be offered in Stage 6. Opportunities continue to be made available to our children to participate in School Based Traineeships.	Brewarrina Central School; TAFE Western	
	Students to be offered a number of alternative subjects by Distance Education and Video Conferencing to encourage more students to complete HSC.	Distance Ed; local schools; AECG; TAFE Western	
	Sporting opportunities continue to be vehicle for our children to stay at school.	Schools; AECG; local reference group	

6.3 Strengthen cultural knowledge and understanding in our schools.	Work in partnership with AECG, reference group and local schools to ensure Ngemba cultural protocols are observed and respected across our children's learning.	BCS; AECG; reference group; NCWP; Ngemba Traditional Owners	
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7. HOUSING

Goal: To reduce the shortfall of available housing for our people and ensure all houses are properly maintained.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
7.1 Identify gap in housing in partnership with housing providers.	Develop a service level agreement is developed between AHO housing providers, RAHLA and the NCWP that sets out an agreed commitment to an allocation of affordable and suitable housing for our people.	NCWP; AHO providers; RAHLA; Housing NSW; Ngemba Housing; Bre LALC;	ongoing
	Ensure access to emergency housing to assist people whose houses have been destroyed or require repair.	NCWP; Housing NSW; NSWALC	
7.2 Provide employment opportunities for local people.	Work with housing providers to ensure local people are employed to build, maintain and repair local houses.	NCWP Housing NSW; AHO providers; RAHLA; building contractors	
	Ensure APIC policy is implemented in all capital works projects.		
	Provide training opportunities for local people in this industry.		
	Re-establish the Ngemba Housing board to a functional level so housing operations, maintenance and repair can be administrated and governed at a local level.	Ngemba Housing.	

8. SAFETY AND WELLBEING

Goal: To create and maintain a safe and happy community.

Objectives (WHAT)	Strategies (HOW)	Responsibilities (WHO)	Priority (WHEN)
8.1 Promote services to increase overall wellbeing.	Establish an advisory group on child protection.	NGOs; NCWP; Bre LALC;	
	Set up a children safe house	NGOs; NCWP; Bre LALC;	
	Establish a range of women's programs, including healing programmes, drug and alcohol services and accommodation for women	Ourgunya; Orana Haven; AMS; Ngemba Traditional Owners	
8.2 Engage BSC in municipal services to improve community and street safety and wellbeing.	Establish a recycling system.	BSC; REDI.E	
	Install street names and lights across the entire community.	BSC; REDI.E	
	Clean up streets in West Brewarrina, Old Mission and Barwon Four.	BSC; REDI.E	



APPENDICES

- A. Amendments
- B. Current and Future Initiatives Template

APPENDIX B: CURRENT AND FUTURE INITIATIVES TEMPLATE

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