

Kalkarindji Workforce Plan 2026-2027



Acknowledgements

This Community Workforce Plan has been shaped by the voices, knowledge and aspirations of the Kalkarindji community. It recognises the leadership of Gurindji, Mudburra and Walpiri people, Elders, organisations and workers who contribute to community wellbeing, cultural strength and economic development.

Employment in Kalkarindji is closely linked to community responsibility, cultural knowledge, and local service delivery, with strong expectations that future workforce development should support local leadership and participation.

This plan has been developed as a practical community resource to support local employment, training, workforce coordination and future leadership. It should continue to be reviewed with community organisations, Elders, employers and government partners in line with current and future Local Decision Making plans so that it remains relevant, useful and connected to Kalkarindji's priorities.

Disclaimer

This report has been prepared by Charles Darwin University for the Kalkarindji Community.

This report is provided for general information purposes only and is intended to support workforce planning discussions and decision-making. While every effort has been made to ensure the information is accurate at the time of publication, mistakes, omissions, or changes may occur over time.

The information in this report should not be relied on as specific professional, legal, or business advice. Organisations should consider their own circumstances and seek appropriate advice where needed before making workforce or operational decisions based on this report.

The views expressed in this report do not necessarily represent the views of the funding bodies, the Commonwealth, Northern Territory Government or Charles Darwin University, including their officers, employees or agents.

Contents

Acknowledgements	2
Disclaimer	2
Contents	3
Executive Summary	4
Kalkarindji story and community aspirations	5
Workforce Plan Consultation and References.....	6
Local Decision Making and Community Control.....	7
Community organisations.....	8
Community development programs.....	9
Economic and Workforce Overview	11
Employment opportunities	12
Barriers and Enablers	13
Enablers	13
Kalkarindji Workforce Priorities and Action Plans	15
Training Pathways Linked to Local Jobs.....	16
Training Infrastructure.....	17
Training preferences.....	17
Addressing Training Challenges	17
Implementation and Monitoring.....	19
Attachment A – Kalkarindji Community Contacts	20
Attachment B – Consultation List	21

Executive Summary

Kalkarindji is a Gurindji community with a long history of self-determination, local leadership and community control.

This Workforce Plan has been developed to support the aspirations of Gurindji people by creating practical pathways to employment, skills development, local leadership and economic participation. The plan aligns with Local Decision Making priorities and seeks to ensure that future workforce development strengthens community wellbeing.

Kalkarindji has a population of 383 people, with an estimated working-age population of 271. In 2023, there were 110 filled jobs across the community, equivalent to approximately 0.4 jobs per working-age resident. While some employment opportunities exist across education, health, local government, retail, community services and administration, there remain significant gaps in workforce participation, particularly among young people.

Consultation identified strong community collaboration as a key asset. Major employers and service providers already offer workplace training and support; however, coordinated training planning can create both financial and operational efficiencies.

The most significant barrier to employment is the difficulty jobseekers face obtaining essential documentation, including identification documentation, tax file numbers, MyGov access, bank accounts and mandatory employment clearances. Other barriers include limited local jobs, housing shortages, small training cohorts, trainer availability and cultural obligations that can affect training and employment participation.

The Workforce Plan sets seven priority actions:

1. Strengthen job-readiness support and establish a clear employment “front door”.
2. Create a central jobs board and community training calendar.
3. Better understand and address barriers to workforce participation.
4. Secure long-term funding for the Gurindji Freedom Day Festival.
5. Develop a local civil construction workforce linked to the Buntine Highway upgrades.
6. Expand visitor accommodation to support services and tourism growth.
7. Establish youth employment and leadership pathways to build future community capacity.

Implementation will be led through collaboration between Gurindji Aboriginal Corporation, Nyirrunggulung-Rise, local employers, training providers and government agencies. Progress will be monitored through employment outcomes, workforce development initiatives, training participation and regular community review processes.

By focusing on practical pathways, local leadership and coordinated action, the Workforce Plan aims to create sustainable employment opportunities and strengthen long-term economic and community development outcomes for Kalkarindji.

Kalkarindji story and community aspirations

Kalkarindji is a Gurindji community. The land on which Kalkarindji stands was returned to the Gurindji, Mudburra and Walpiri people in 1975 under the Aboriginal Land Rights (Northern Territory) Act.



The Community population was 383 at the 2021 Census.

Kalkarindji is located in the Big Rivers Region, approximately 460 km south-west of Katherine on the Buntine Highway and adjacent to the Victoria River.

The closest community is Daguragu, a ten minute drive away.

South, over an hour away is Lajamanu, and towards Katherine is Pigeon Hole approximately two and a half hours drive.

Source: NTG

The 2026 Gurindji Freedom Day Festival, to be held in August, celebrates the 60 year anniversary of the 1966 Wave Hill Walk Off lead by Vincent Lingiari.

The aspirations of the Kalkarindji community are grounded in a long history of cultural strength, resilience, and the pursuit of self-determination.

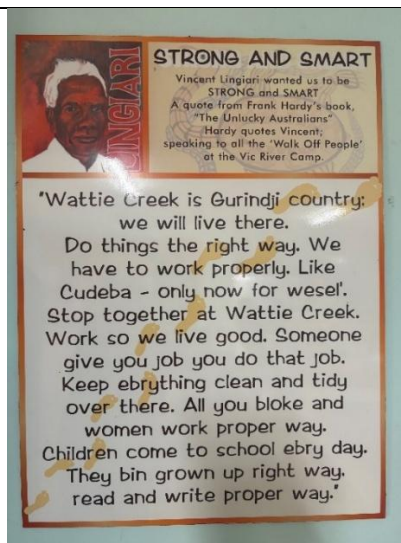


Photo: Victoria Daly Regional Council

The Local Decision Making (LDM) Plans of 2021-2023 documented a shared commitment between Gurindji Aboriginal Corporation (GAC) and government partners to create:

“positive, lasting change for the health, wellbeing and prosperity of Gurindji people and the Kalkaringi community”

At its core, this Workforce Plan plans reflect aspirations to a future where Gurindji people have strong control over their land, services and economy; where culture is central; where local employment and enterprise provide opportunity and income; and where children and future generations grow up healthy, strong and connected to their identity.

Workforce Plan Consultation and References

Below are the organisations who have contributed to the development of the Kalkarindji Workforce Plan. Attachment A provides community contact details. Attachment B lists individual consultation for this Plan.

- Gurindji Aboriginal Corporation
- Central Land Council
- Victoria Daly Regional Council
- Kalkarindji Aged Care Centre
- One Tree Child Care
- Karung Karni Arts Centre
- Kalkarindji School
- NT Police
- Nyirunggulung-Rise
- National Indigenous Australians Agency
- Batchelor Institute of Indigenous Tertiary Education
- Charles Darwin University
- Department of Trade, Business and Asian Relations

The below lists the past and current community development documents that provided the background references to the development of this Workforce Plan:

- Gurindji Local Decision Making Plan 2018-2020
- Gurindji Local Decision Making Plan 2021-2023
- Draft Gurindji Local Decision Making Plan 2024
- 2023 Kalkarindji-Daguragu Remote Towns Jobs Profile
- 2025-26 VDRC Regional Plan
- 2021-22 Community Development Monitoring Report (CLC)

Local Decision Making and Community Control

The Kalkarindji Community have a long history of local decision making. Recent history includes the 1966 Wave Hill Walk Off and Kalkarindji is one of the first Northern Territory Communities to develop a Local Decision Making Agreement.

Multi-Agency Partnership - 2018

The Gurindji Aboriginal Corporation Board, NT Government and the Australian Government have agreed to work together as partners to focus on the following social and economic priorities.

The key **strategic LDM MAP Priorities** include the following:

Preserving Gurindji Culture & Heritage	Business Development & Contracting	Local Jobs & Training	Land, Community Infrastructure, Housing & Service Delivery
Protection and management of determined Native Title areas	Current & future business development and contracting opportunities.	Local jobs and training in GAC community-owned enterprises	Effective Native Title decision making
Raising broader community cultural awareness through tourism, culture and arts opportunities	<u>Current & short-term focus:</u> Retail - Store Construction & Maintenance Caravan Park & Visitor Accommodation Social Club Acquisition Tourism, Culture & Arts Minor Civil & Roadside Maintenance	Local jobs and training on GAC community development projects Greater local participation, including local jobs and training outcomes from external contractors on major community and regional projects	Community Housing priority to address overcrowding Gurindji HQ & Community Centre Current & Future Service Delivery Opportunities
Annual Freedom Day Festival			
Enhancing and maintaining the Wave Hill Walk-off Track	<u>Long-term opportunities:</u> Social and economic growth opportunities arising from native title rights, including land and housing developments	Local Jobs and Workforce Development planning for Kalkaringi including opportunities to maximise CDP employment outcomes	Traditional Owner input and evaluation of Kalkaringi service delivery models
Vincent Lingiari Gravesite & Kalkaringi Cemetery			Sport & Recreation facilities, including oval, basketball court
Developing Young People & Future Leaders	Outstations Research for potential		

Source: Gurindji Multi Agency Partnership – Local Decision Making Guiding Principles

2018-20 Local Decision Making Plan achievements

4. ACHIEVEMENTS



National Heritage Listed Wave Hill Walk-Off Track pavilion

Implementation Plan 2018-20

- 52% increase in overall cash flow from 2018 – 2020, resulting in business growth increasing by 16.69% (net worth)
- 34% increase in employment expenditure from 2018 – 2020
- Gained \$3.5M Contractor Accreditation Limited accreditation, gaining electrical certification
- Completion of DIPL RCH upgrades contract – 10 dwellings
- Completion of TFHC RTB contract – 10 dwellings
- Completion of DIPL GEH contract – 13 dwellings
- Ownership of Lot 59 (old Kalkaringi clinic) to establish a new community centre - GAC Head Quarters, Kalkaringi CFC and community space
- Opening of Kalkaringi CFC at interim site and establishment of leadership advisory board
- LDM Exchange: regional partnership, working with Jawoyn Association Aboriginal Corporation to support each other through experience and expertise in areas of tourism and construction
- Positive working relationships with partners
- Designed proposal for the upgrade of Karungkarni Art and Culture Centre, endorsed
- Initiated application for ownership of Lots 88 & 92 for future development
- Supporting the monitoring and evaluation of the NTG LDM Policy through the establishment of a local research team, supporting Charles Darwin University's Ground Up team
- Successfully held two GAC Strategic Planning Workshops in Katherine 2019/2020
- Initiated process to obtain consent for GAC to sublease the Warnkurr Social Club, which is held under a Crown Lease in perpetuity
- Development of the Warnkurr Social Club Business Proposal 2020 – 2023
- Successfully held annual FDF
- Development of the Wave Hill Walking Track
- Construction of the multi-purpose basketball court which was officially opened at the 2018 FDF

GAC LDM IMPLEMENTATION PLAN

Source: 2021-2023 Local Decision Making Plan

Community organisations

Below is a list of many of the organisations that are involved, in one way or another, in Kalkarindji decision making.

Local organisations

- Gurindji Aboriginal Corporation - Prescribed Body Corporate for Kalkarindji Township native title area. Governed by an elected Board
- Katherine West Health Board – Advised by elected Directors
- Karung Karni Art Centre – Advised by elected Board Members
- Wanta Aboriginal Corporation - Advised by elected Board Members

NT organisations

- Victoria Daly Regional Council – Advised by elected Local Authority Members
- Central Land Council – Advised by elected Council Members
- NT Police
- Department of Education and Training
- Department of Logistics and Infrastructure
- Department of Chief Minister and Cabinet
- Department of Trade, Business and Asian Relations
- Department of Housing, Local Government and Community Development
- Department of Lands, Planning and Environment
- Aboriginal Areas Protection Authority
- Power and Water Corporation

Federal organisations

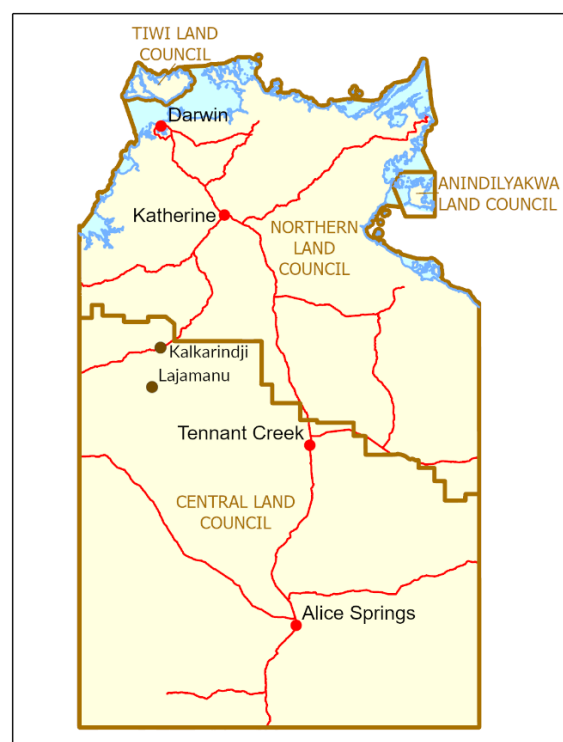
- Department of Employment and Workplace Relations
- National Indigenous Australians Agency
- Department of Prime Minister and Cabinet
- Regional Development Australia NT

Community development programs

There are community development activities and programs across organisations currently in progress either within Kalkarindji or that have the potential to support Kalkarindji's future workforce planning. Some examples are:

- **CLC** – multiple programs undertaken
- **Nyirrunggulong RISE** – NIAA funded RAES program
- **Regional Development Australia NT:**
 - investigate role in coordination and convening workforce & skill development
 - offering grants for the Regional Investment Readiness and Impact Fund (RIRIF)
- **NIAA** – Remote Jobs & Economic Development Program (RJED); new jobs aligned with community needs
- **NT DET and Commonwealth DEWR** – First Nations RTO subcommittee and Closing the Gap initiatives under the National Skills Agreement Policy Initiatives
- **NT Dept Education & Training** – Skills NT plan; supporting growth/access to VET in remote communities

One of the challenges faced in remote communities are the multiple agency boundaries across the NT. Below are NT maps that provides a visual of those boundaries and highlight Kalkarindji's positioning on the edge of these boundaries.

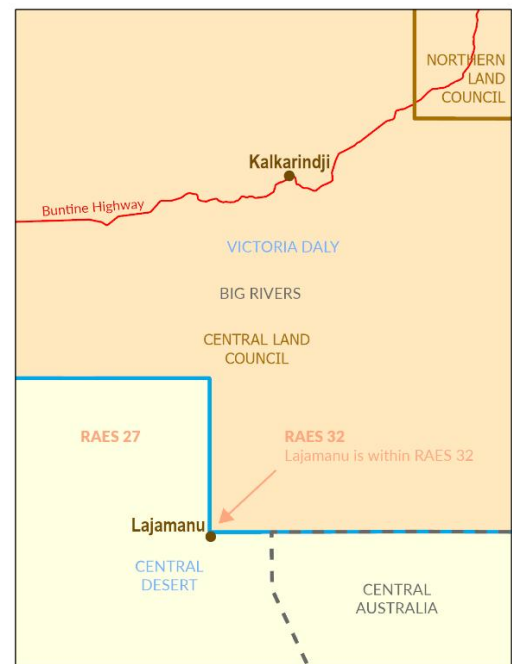


NTG Administrative Boundaries
Source: NTG



NT Regional Council Boundaries
Source: NTG

NT Land Council Boundaries
Source: NTG



NT Boundaries plus NIAA RAES program boundaries
Source: NTG and Commonwealth Govt.

Economic and Workforce Overview

The 2023 Kalkarindji-Daguragu Remote Town Jobs Profile shows filled jobs totalling 110. This is a decrease of 54 filled jobs since the 2014 survey with the greatest decline in Community and Personal Service Workers and Labourers. Professionals were the largest occupation classification and had an increase of 14 jobs since the 2014 survey.

Thirty-three (33) vacancies were reported at that time. Of these 17 were for Community and Personal Service Workers, with the majority being child care workers and liaison officers.

Summary of 2023 filled jobs by Occupation groups

Occupation (ANZSCO major group)	2023
Clerical and Administrative Workers	11
Community and Personal Service Workers	12
Labourers	3
Machinery Operators and Drivers	1
Managers	4
Professionals	40
Sales Workers	35
Technicians and Trades Workers	4
TOTAL	110

Source: 2023 Kalkarindji-Daguragu Remote Town Jobs Profile.

With 110 people having a job from an estimated working-age population of 271 people aged 15 years and over (Census 2021) that equates to approximately 0.4 jobs for each working-age person.

Of concern is only three jobs were filled by people aged 15-24 years according to the 2023 Kalkarindji-Daguragu Remote Town Jobs Profile. There were around 50 people in this age group per the 2021 Census in Kalkarindji which highlights a significant need for opportunities to be developed. Furthermore as at 31 December 2023 there were 34 registered job seekers, even though the survey numbers were too low to identify the age ranges of these job seekers it still highlights a significant youth disengagement.

Kalkarindji's local economy is shaped by remoteness, community organisations, government-funded services, visiting service providers, infrastructure needs and cultural responsibilities. Many jobs that keep Kalkarindji running are connected to education, health, care, local government, housing, maintenance, retail, transport, administration and cultural knowledge.

Employment opportunities

Current opportunities snapshot – mid 2026:

Job	Employment Type	Organisation
Cleaner	Part-time	Victoria Daly Regional Council
Community Services Team Leader	Full-time	Victoria Daly Regional Council
Community Services Support Worker	Part-time	Victoria Daly Regional Council
Centrelink Officer	Full-time	Victoria Daly Regional Council
School Attendance Officer (RSAS)		Child and Family Centre
Community Broadcasting Officers	Casual	Victoria Daly Regional Council (with TEABBA)
Service Coordinator - RAES	Full-time	Nyirrunggulung-Rise
Aboriginal Liaison Officer	Full-time	NT Police
Aged Care Team Leader	Full-time	Victoria Daly Regional Council



Future opportunities:

Wanta Aboriginal Corporation are establishing an in-community coffee shop and barbershop specifically designed for school leavers to manage and run.

Gurindji Aboriginal Corporation is working to:

- obtain grants to fund increasing visitor accommodation for visiting services and tourism, which would result in subsequent employment from the development phases through to ongoing management of operations.
- develop opportunities for involvement with current roads maintenance contractors to gain the necessary experience to enable future participation in the Buntine Highway 10 year planned upgrades

Barriers and Enablers

There are people in Kalkarindji who want to work, and there are employers who need workers. The challenge is that the pathway between the two is not always simple.

Enablers

Over the time developing this Workforce Plan it has become apparent that Kalkarindji has a high level of collaboration across organisations within the Community. There is an evident community spirit.

Furthermore, Katherine West Health Board, who operate the Kalkarindji Clinic, and the Department of Education, NT Police and One Tree Child Care and the Kalkarindji Store (ALPA) have comprehensive inhouse training programs to provide support and training to new employees. The focus for them is on encouraging potential employees through the front door.

The key enabler in Kalkarindji is the need for a centralised training coordination resource and centralised, well planned and communicated, pipelines of community development initiatives, regardless of originating organisation. A coordinator focused on Community collaboration through creating a shared approach.

Key Barrier

Businesses highlighted a critical barrier is the struggle for potential employees to obtain identification and other pre-work documentation. This struggle is not unique to Kalkarindji and is highlighted across the remote Communities of the NT. The challenges include ID, TFNs, MyGov access, bank accounts and security checks such as working with children and police checks. Vacancies are unable to be filled in a timely manner when this happens and can deter future employees due to the time and effort involved.

Fortunately, Nyirrunggulung-Rise, as the new RAES provider in Kalkarindji can take the lead in informing and supporting jobseekers to be job ready. The Nyirrunggulung-Rise Regional Coordinator has recently started with recruitment for the Kalkarindji Officer to be based in community underway. The permanent offices and accommodation are undergoing necessary repairs and maintenance. In the meantime, supports have commenced informally.

Other Barriers

Barrier	Response
NTG procurement outcomes	Challenges for local participation in Community service provision. For instance: 1. Road infrastructure tender packages are facilitating specialist providers over vast distances rather than generalist providers in smaller geographical areas 2. Aboriginal employment procurement requirements are only a contributing factor to tender outcomes, not a mandated requirement 3. There is no obligation for successful tenderers to engage Community based Aboriginal employment or to even ask the question.
Limited local jobs	Link training to vacancies, local services, maintenance, transport and enterprise opportunities as a starting measure.
Small training cohorts	Shared community training calendar and combined participant lists increases training cohort sizes and therefore the potential for training to be held in community at a lesser overall cost than sending individuals one by one to training in regional centres.
Housing	There is a shortage of housing in Community.
Ceremony, seasonal and cultural obligations	Training calendar shaped with local input to block out dates.
Trainer shortages	Early planning with providers would ensure first access in the short-term.

Kalkarindji Workforce Priorities and Action Plans

The workforce priorities focus on practical actions that can support Kalkarindji people move into local jobs, build confidence, develop skills and take up future leadership roles. The aim is not training for training's sake. The aim is to connect people to real work, support employers, and build local capability over time.

Priority	Why it matters	Key actions	Lead / partners	Timeframe
1. Employment front door and job-readiness support	Strategic vacancies remain empty because candidates struggle to secure baseline ID, TFN, MyGov, Medicare, bank accounts, police checks and WWC cards.	Establish regular job-readiness support; Create employer referral pathway. Support ID, checks, licences and job applications.	Nyirunggulung-Rise (RAES) with local organisations and government services.	Immediate
2. Coordinate and communicate community jobs and training opportunities in Kalkarindji	Gives community residents and businesses a central person to ask questions and obtain information.	Maintain a central jobs board and a central training calendar in Kalkarindji for everyone to access. Source funding for a community focused workforce training coordination position.	Nyirunggulung-Rise as the central contact for the jobs board Gurindji Aboriginal Corporation to coordinate sourcing resource for a position.	Qtr 1, 2026/27 Qtr 1 – 3, 2026/27
3. Understand current barriers to employment to increase workforce participation.	Addressing barriers that are logistical or individual to create pathways that are meaningful for both individuals and the Community.	Identify skills needs, roles suitable for job-sharing or staged entry; redesign entry-level tasks; clear role descriptions. Jobs expo?	Nyirunggulung-Rise with local organisations.	Qtr 2 and 3, 2026/27
4. Secure long term funding for Freedom Day Festival	2026 is the 60 th Anniversary year. The Festival creates employment opportunities as well as community pride and promote the significance of FDF and recognition of Land Rights	Liaise with NIAA on funding sources, apply for long-term (3-5 years) funding.	Gurindji Aboriginal Corporation with Nyirunggulung-Rise support for employment mentoring and NIAA	Qtr 2, 2026/27
5. Create civil construction crew for roads	The Buntine Highway 10 year plan is a significant opportunity	Source funding for equipment and training. Develop MOUs with current road contractors for work placements with the goal to achieve ongoing employment.	Gurindji Aboriginal Corporation with Victoria Daily Regional Council, Nyirunggulung-Rise and Wulaign Homeland Council Aboriginal Corporation .	Qtr 1 – 4, 2026/27
6. Visitor accommodation supply and demand modelling	Lack of accommodation is restricting the presence of both support services and tourism	Grant writing assistance Grant applications to be submitted	Gurindji Aboriginal Corporation	Qtr 2 and 3, 2026/27
7. Youth and succession pathways	Three of around fifty residents aged 15-24 have jobs (2023 Jobs Survey). Succession planning and youth are identified as a priority in the published Kalkarindji Local Decision Making Plans	Build school-to-work links; work experience; develop leadership pathways. Create a Youth Leadership Group.	Wanta Aboriginal Corporation , Kalkarindji School , Nyirunggulung-Rise and Skills NT	Qtr 2 - 4, 2026/27

Training Pathways Linked to Local Jobs

All the below Job Pathways require workplace literacy skills. Crucial to successful training is ongoing access to the SEE program (Skills for Education and Employment) and/or other literacy programs and also entry level skills training such as the Certificate I and II in Workplace Skills.

Job pathway	First steps	Training required	Employer/work link	Jobs outcomes	Succession opportunities
Health and care	ID, checks, digital skills, confidence	First aid, infection control, health/care pathway	Clinic, aged care supports, disability support	Aboriginal Health Worker, care worker, administration support	Nurse, Doctor, Team Leader, Clinic Manager
Education support	Ochre Card, school engagement	Education support pathway, first aid, workplace communication	Kalkarindji School	Teacher aide, classroom support, attendance support	Teacher, Principal
Civil and maintenance	White Card, licence readiness.	Construction/civil training, tools, safety, machinery tickets	Victoria Daly Regional Council, visiting contractors.	Labourer, trades assistant, maintenance worker, civil crew member.	Team Leader, Qualified Tradesperson
Governance and administration	Digital skills, meeting skills, confidence	Business, administration, governance, leadership	Local boards and organisations	Administration worker, board member, coordinator	Community Engagement Officer, Manager
Culture and induction	Cultural authority and facilitation	Presentation, facilitation, training skills, business support	Visiting worker induction	Cultural mentor, induction facilitator	Elder, mentor
Ranger	Drivers licence,	Chemical handling, fire management,	CLC Ranger team	Ranger	Senior Ranger, Team Leader
Retail	Drivers licence, digital skills, confidence	Customer service, food safety, Forklift operations, workplace safety	Kalkarindji Store, ALPA	Retail Assistant, Warehouse operator	Team Leader, Store Manager
Early childhood	Ochre Card, Police check, LLND	Certificate III in Childcare	Childcare Centre, Child and Family Centre	Childcare worker	Centre Director

Training Infrastructure

Kalkarindji does not have any dedicated training infrastructure. There are several organisations with mid-sized meeting rooms that could be adapted for training on an as needs basis however the trainers may need to bring some classroom based equipment.

Nearby (over an hour away) Lajamanu has a training facility managed by the Batchelor Institute. Facilities include three training rooms which are available for hire by local and visiting training providers, along with a library and study area, computers, projectors and TVs.

Juno Centre in Tennant Creek provides facilities and accommodation for visiting schools training. Their future plans are to expand operations to enable other RTOs and adult training to access facilities.

CDU's Katherine Rural Campus training programs are still being run. Accommodation, available within Katherine itself is currently the responsibility of participants to organise.

Training preferences

The workforce interviews in December 2025 identified there is a preference for practical training over classroom training and the individual trainer's ability to engage with students was critical to the success of past training. It was also highlighted in one interview that past training has been successful because it was regularly held away from Community ensuring focused study and learning.

Addressing Training Challenges

Training challenges were identified as:

- the small cohort size for training puts scheduling of training at risk
- training being coordinated separately by each organisation results in a greater cost of time and likely to require travel to urban centres to undertake training
- availability of accommodation for trainers. Commercial accommodation is often fully booked out.
- Availability of trainers. There is a shortage of qualified trainers in the NT. Both CDU and Batchelor Institute have vacancies for trainers in courses requested for Kalkarindji. On Seek.com in April 2026 there were 18 Trainer Assessor roles advertised.
- Limited out of community training facilities away from distractions. Accommodation facilities at the CDU Katherine Rural Campus now unavailable.
- Visibility of upcoming training is reliant on informal community networks.

A coordinated community-wide approach is required to improve the effectiveness of training delivery in Kalkarindji. The focus to be on better planning, shared information, and aligning training with real workforce demand.

Priority	Why it matters	Key actions	Lead / partners	Timeframe
1. Annual training calendar	Collaboration on and visibility of community-wide training.	Identify funding source for position to managing process to submit training needs, Develop register of training providers.	Gurindji Aboriginal Corporation with assistance from larger employers such as CLC, Vic Daly Regional Council and ALPA.	Immediate
2. Identify out of community training facilities	Some training requires resources not available in community. Training away from distractions.	Develop a list of available out of community training facilities.	Gurindji Aboriginal Corporation to access resources being created by Lajamanu's Batchelor Institute staff.	0 - 3 months
3. Short courses developed	Rapid pathway to industry relevant skills, minimises risk of financial viability. Trades Apprenticeships require a minimum of 5 years away from community.	Identify relevant training providers. Work with Registered Training Organisations to create stackable skill sets. Identify funding sources for any preferred providers not registered with NTG for funding	Gurindji Aboriginal Corporation to access resources being created by Lajamanu's Batchelor Institute staff.	0 – 6 months

Implementation and Monitoring

The effectiveness of this Workforce Plan will be supported through structured monitoring and evaluation.

Key Performance Indicators (KPIs)

Progress will be measured against a set of practical indicators that reflect both workforce participation and capability development, including:

- Number of job placements and sustained employment outcomes (Nyirrunggulung-Rise)
- Training Coordination position – funding for position be to sourced.
- Progress against Action Plans (Project Leads)

Stakeholder Engagement and Feedback

Quarterly meetings will be held to review progress of the Action Plans and highlight actions that require increased focus and community support.

Six monthly community forums co-ordinated by Gurindji Aboriginal Corporation and Nyirrunggulung-Rise will be held with local organisations, employers, training providers, and community members to understand what is working, where barriers remain, and how pathways can be improved.

A twelve month meeting will be held to review the progress of this 2026-27 Plan and determine priorities for the next iteration, the 2027-28 Plan.

Continuous Improvement Approach

Through this process, the Workforce Plan will remain practical, evidence-based, community-informed, and responsive to change, supporting ongoing improvement in workforce outcomes.

Attachment A – Kalkarindji Community Contacts

Organisation	Services	First name	Surname	Role	Contact Details
Gurindji Aboriginal Corporation	Minor civil works, plant machinery hire, essential services operations. Child and Family Centre,	Martin	Limb	CEO	ceo@gurindjicorp.com.au Prescribed Body Corporate for Kalkarindji Township native title area. Owns the store and social club which is run by ALPA on the Community's behalf.
Victoria Daly Regional Council	Roads and parks within Kalkarindji, commercial accommodation, Centrelink/post office, waste management, night patrol.	Paul	Buckley	Council Operations Manager	Paul.buckley@vicdaly.nt.gov.au Accommodation: 0448 677 088 https://www.victoriadaly.nt.gov.au/our-services/accomodation/
Kalkarindji School	School aged education	Anne	Saunders	Principal	anne.saunders@education.nt.gov.au 08 8965 1888
Kalkarindji Store and Caravan Park	Community store, fuel, visitor accommodation				Run by ALPA 0477 498 573 08 89750788
Aboriginal Enterprises Australia (contractor)	Housing maintenance				Housing maintenance & repairs hotline 1800 104 076 Local Housing Office 08 8973 8513 (Katherine)
Kalkarindji Police Station					08 8975 0790 131 444
Kalkarindji Health Clinic	Primary Health Care. Visiting specialist co-ordination.				08 8971 9300 08 8975 0785 Katherine West Health Board
One Tree Child Care	Childcare centre	Belina	Jackson	Centre Director	Kalkarindji@onetree.org.au

Attachment B – Consultation List

The following stakeholders were involved in the development of the Community Workforce Plan:

First name	Surname	Organisation	Role
Martin	Limb	Gurindji Aboriginal Corporation	Chief Executive Officer
Paul	Buckley	Victoria Daly Regional Council	Council Operations Manager - Kalkarindji
Belina	Jackson	One Tree Child Care	Centre Director
Nicole	Zicchino	Manager	Karung Karni Art Centre
Anne	Saunders	Kalkarindji School	Principal
Michaela	Naare	NIAA	Engagement Assistant Director
Rashida	Khan	Batchelor Institute	Senior Business Lecturer
Liam	Fraser	Batchelor Institute	Construction Lecturer
Scott	Cahalan	CDU	Deputy Chief Executive Trades & Primary Industries
Grant	Burton	CDU	Construction Lecturer
Mel	Grant	CDU	Executive Officer
Ryan	Buckley	CDU	Manager VET Strategic Programs
Tracey	Beesley	Nyirunggulung-Rise	General Manager Operations (RAES program provider)
Bronwyn	Henman	Nyirunggulung-Rise	Regional Manager
Alison	Brook	CDU	Associate Vice Chancellor Big Rivers Region
Lisa	Dodds	DTBAR	Regional Manager, Big Rivers
Joanne	Mowat	Juno Centre	Training Coordinator
John	Schepis	Wulain Homelands Council Aboriginal Corporation	General Manager
Shelley	Worthington	CDU	Lecturer, Academic Foundations
Jane	Austin	CDU	Lecturer, Language Literacy and Learning, First Nations Pathways
Jen	Telfer	CDU	Kalkarindji Workforce Plan Co-ordinator