

Aboriginal Peak Organisations Northern Territory

An alliance of the CLC, NLC, CAALAS, NAAJA and AMSANT

East Arnhem Governance & Management workshop

20th May 2014



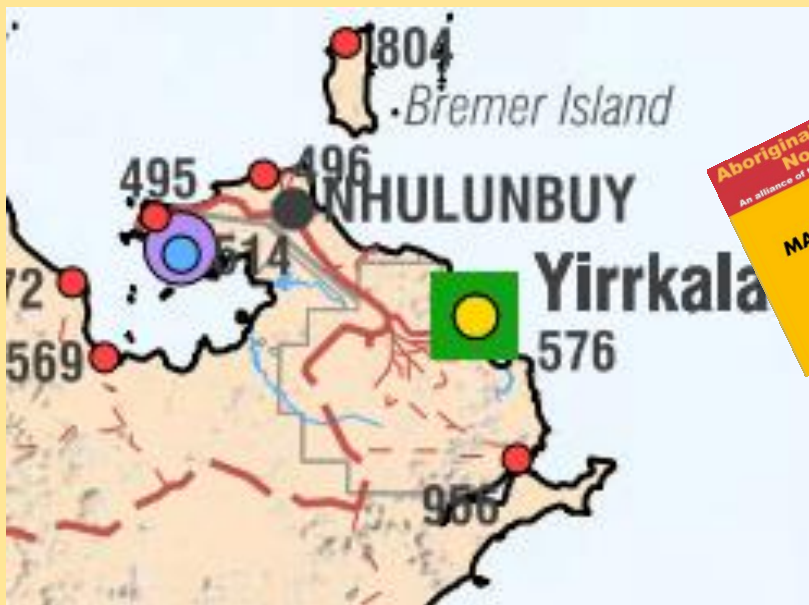
-- Report for participants --

Our Decisions, Our Actions, Our Future

East Arnhem Governance & Management Workshop

Where, when & what?

On the 20th May, representatives from Aboriginal organisations across the East Arnhem region gathered at Yirrkala Multi-Purpose Hall for a workshop on **Governance and Management**. The workshop was organised and facilitated by Aboriginal Peak Organisations Northern Territory (APO NT) as part of their Aboriginal Governance and Management Program (AGMP). The workshop program is attached to this report.



The workshop in full swing at Yirrkala Multi-Purpose Hall

Our Decisions, Our Actions, Our Future

Who came?

Twenty-four people came to the workshop, representing at least six different Aboriginal organisations. Representatives came from as far away as Groote Eylandt, Galiwin'ku and Mililingimbi, and brought with them a wealth of governance and management experience and enthusiasm. Four young men and women from Galiwin'ku also came along, sending a clear message that young people want to be involved and have a lot to contribute to organisational governance and management.



From left to right: Lorenzo Bukulatjpi, Galiwin'ku youth; Evelynna Dhamarrandji, Galiwin'ku youth; Ross Mandi Wunungmurra, Miwatj Health AC Director; Clive Gurrumuwuy, Galiwin'ku youth; John Morgan, Miwatj Health AC Chairperson; David Yangarriny Munyarryan, Miwatj Health AC Director; Gordon Lanyipi Ranymalpuy, Miwatj Health AC Director

"One of the fundamental things about governance is the opportunity to learn from your mistakes"

Group discussion



Gordon Lanyipi Ranymalpuy, Miwatj Health AC Director



From left to right: Rhonda Simon, Miwatj Health AC Deputy Chairperson; John Morgan, Miwatj Health AC Chairperson; Melanie Herdman, Dhimurru AC Chairperson; Dhandjay Baker, Miwatj Health AC Director; and Dhandgal Gurruwiwi, Miwatj Health AC Director

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From left to right: Clive Gurrumuwuy, Miwatj Ngalkanbuy Health Service; Evelyn Dhamarrandji, East Arnhem Regional Council Youth Worker; Sarah Bukulatjpi, Miwatj Ngalkanbuy Health Service; Lorenzo Bukulatjpi, Miwatj Ngalkanbuy Health Service

"Older people guide younger people to become leaders but it is still their choice."

Group discussion



Lorenzo Bukulatjpi, Miwatj Ngalkanbuy Health Service, presenting in the reporting back session



Clive Gurrumuwuy, Miwatj Ngalkanbuy Health Service and Evelyn Dhamarrandji, East Arnhem Regional Council Youth Worker, presenting in the reporting back session

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Who presented?

Evelyna Dhamarrandji gave a memorable presentation on youth leadership, sharing her story on how she reached her achievements and became a strong role model for young people in Galiwin'ku.

Evelyna talked about being the first Yolngu woman to complete the 2013 Indigenous Marathon Project, winning the 2014 National Youth Award, and being awarded the NT Young Achiever for Indigenous Leadership, all while being a proud mother of two young 'super' children.

AGMP thanks Evelyna for her motivational and inspiring presentation. We wish her well in all her future endeavours.



Evelyna Dhamarrandji, Youth Worker at East Arnhem Regional Council

"I gained confidence to be a leader through my experiences at home. I grew up in a community surrounded by relatives and culture. This is where I found my strength. Learning my culture gave me courage to step into the western world and become a leader"

Evelyna Dhamarrandji, East Arnhem Regional Council Youth Worker



Djawa 'Timmy' Burarrwanga, Lirrwi Yolngu Tourism AC Chairperson



Matt Grooby, Lirrwi Yolngu Tourism AC CEO

Djawa 'Timmy' Burarrwanga, Chairperson, and Matt Grooby, CEO, talked about **Lirrwi Yolngu Tourism Aboriginal Corporation** - their work, their relationship with the homelands, and their vision for the future to create a new economy in Arnhem Land through tourism. More information about Lirrwi is available on their website: <http://www.lirrwitourism.com.au/>

Strengths of East Arnhem Aboriginal organisations identified at the workshop



- Ⓢ **Strong relationships** between the executive board, management and staff.
- Ⓢ **Cross-cultural legitimacy** – being able to work in two worlds – Yolngu and Balanda.
- Ⓢ **Financial management** – executive boards having a strong understanding of how to manage organisational funding.
- Ⓢ **Succession planning** – having an organisational structure which helps young people to join the organisation and learn their roles and responsibilities and take on leadership opportunities.
- Ⓢ **Professional development** – helping staff to get the skills, experience, and knowledge they need to be good at their jobs.
- Ⓢ **Strong policies and processes** and good staff who know to follow them.
- Ⓢ **Respect, trust, honesty** are all necessary for success.
- Ⓢ **Longevity** - strong and stable board memberships.
- Ⓢ **Strategic planning and risk management** – gives the organisation its destination and secure pathways to get there.
- Ⓢ **Sound operational corporate knowledge** – understanding how the organisation operates.
- Ⓢ **Legitimacy** – strengthened through independent directors on executive boards.
- Ⓢ **Focus on governance and management training** helps build strong Aboriginal organisations.

"We are responsible for how to spend money as we know how much we have to spend"

Small-group discussion

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Areas to strengthen identified at the workshop



- ② **Listen more to the community** and understand what they want and need.
- ② **Improve communication** between management, the executive board and members so that they understand what the organisation is doing.
- ② **Support young people** to join boards and have a voice. Recognise that senior people have wisdom, while younger people have fresh ideas.
- ② **Review and make changes to the rule book** – rule books need to work for the organisation, clients and the community that it serves. It needs to be culturally appropriate. Culture and working in two worlds needs to be recognised in the constitution.
- ② **Change policies** to align with any changes to the rule book.



A group presenting in the reporting back session



Melanie Herdman, Dhimurru AC Chairperson, presenting with John Morgan, Miwatj Health AC Chairperson

"Money won't solve every issue. We need to initiate good governance and good leadership"

Small-group discussion

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Some governance and management *ideas, tools and resources* shared at the workshop to strengthen your organisation

- ② **Mentors for young people** to gain leadership experience and skills.
- ② **The Governance Toolkit** on the Australian Indigenous Governance Institute website is a useful, free online resource for Aboriginal organisations. It contains videos, tips, case studies, diagrams, templates and practical examples. You can access the toolkit here: <http://www.aigi.com.au/toolkit-resources/link-to-toolkit/>
- ② **Invite independent directors onto your board** – ensure that it is someone that can bring needed skills or experience to the board.
- ② **Corporate policy templates** – AGMP has developed a booklet of corporate policy templates (volume 1) for Aboriginal organisations to adapt and use. Copies were available at the workshop. If you would like electronic copies please contact AGMP staff.
- ② **Organisational Health Checks** – before you make changes to your organisation's governance and/or management structure, it's a good idea to assess where your organisation is out. Assessing your governance and management will help you to see what is working and what needs more work. There are various organisational health checks available online. Here are some examples:

<http://www.oric.gov.au/publications/other-publication/healthy-corporation-checklist>

<http://www.reconciliation.org.au/governance/resource/quick-governance-health-check-up>



Thomas Amagula, Miwatj Health AC Director



Djandjay Baker, Miwatj Health AC Director and Dhanggal Gurruwiwi, Miwatj Health AC Director

"It is important that the directors don't put their own interests first, it is the organisation/community that you are representing"

Small-group discussion

Aboriginal Governance & Management Program (AGMP) – A snapshot

How did the program come about?

APO NT held the Strong Aboriginal Governance Summit in April 2013. Held in Tennant Creek, the forum was attended by some 300 Aboriginal people from Aboriginal organisations across the NT.

The AGMP builds on recommendations and outcomes from the summit – mainly that Aboriginal organisations need ongoing governance and management training and support.

How is it funded?

APO NT acknowledges and welcomes Commonwealth Government funding that has made an initial three years of the program possible.

Where is the program?

The program is territory-wide, with program staff based in Darwin and Alice Springs.

How is the program governed?

AGMP is guided by a Steering Committee, made up of senior APO NT and Commonwealth Government staff, as well as Governance experts, including Aboriginal people with local community knowledge.

What is the approach?

The program has an *action research* approach. This means researching and learning while supporting NT Aboriginal organisations.

What are some of the key aspects of the program?

- ② **Research information on NT Aboriginal organisations** – AMGP completed a survey on the strengths and needs of NT Aboriginal organisations earlier this year. A report was completed (and distributed at the workshop) on the first 30 responses. AGMP has also commissioned research on organisational best practice, models and networks.
- ② **Hold regional governance and management workshops** - The East Arnhem workshops was the second of six workshops scheduled across the NT for 2014.
- ② **Facilitate Board/CEO network** – This is a way for senior representatives of NT Aboriginal organisations to share information and advice about governance and management, and to learn from each other. Meetings will be held mostly by phone.
- ② **Demonstration sites** – The AGMP will provide close governance and management support to several organisations chosen as demonstration sites by the Steering Committee. AGMP staff will also collect information there as authorised by the organisation, to help demonstrate strong ways of working.
- ② **Respond to governance and management needs and requests from NT Aboriginal organisations** – AGMP can assist NT Aboriginal organisations by:
 - Giving advice and referring on to suitable support providers
 - Providing corporate policy templates
 - Sharing governance and management resources and best practice

For further information about the program or how your organisation can be involved, please contact program staff

Reminders

Please contact AGMP staff members if:

- 📧 You would like to join or to find out more about the AGMP's **CEO/Board network**.
- 📧 You would like electronic copies of the **corporate templates developed by the AGMP** and given out at the workshop.
- 📧 You have any further **feedback** on the workshop or the AGMP, or would like some governance and management **assistance**, we would love to hear from you!

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"Governance and management need to work together. Two legs that need to be travelling at the same pace. Can't have one without the other"

Wes Miller, AGMP Project Officer

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Acknowledgements

APO NT would like to **thank**:

- 🕒 **Banambi Wunungmurra**, East Arnhem Regional Council President, for facilitating this workshop.
- 🕒 **East Arnhem Regional Council** and **Miwatj Employment and Participation** for allowing us to host this important workshop at the Yirrkala multi-purpose hall.
- 🕒 **Evelyna Dhamarrandji** from East Arnhem Regional Council and Djawa 'Timmy' Burarrwanga and Matt Grooby from **Lirrwi Yolngu Tourism Aboriginal Corporation** for their memorable presentations.
- 🕒 **Miwatj Health Aboriginal Corporation** for allowing us to combine this workshop with their executive board meeting.
- 🕒 **The Department of Prime Minister and Cabinet** for funding the APO NT Aboriginal Governance and Management Program including this workshop.
- 🕒 The following Aboriginal organisations for sending representatives to the workshop:
 - Arnhem Land Progress Association
 - Dhimurru Aboriginal Corporation
 - Gumatj Association
 - Lirrwi Yolngu Tourism Aboriginal Corporation
 - Marngarr Resource Centre Aboriginal Corporation
 - Miwatj Health Aboriginal Corporation
 - Yothu Yindi Foundation and the Empowered Communities Program

- 🕒 Finally... a special thanks to **Djandjay Baker**, Miwatj Health AC Director, and **Damien Messina**, Marngarr Resource Centre AC, for their entertaining ballroom dancing demonstration!



Djandjay Baker, Miwatj Health AC Director, and Damien Messina, Marngarr Resource Centre AC

Governance & Management Workshop

Yirrkala Multi-Purpose Hall

20th May 2014

-- Program --

8:30 – 9:00	Registration
9:00 – 9:45	Welcome & Introductions
9:45 – 10:30	Aboriginal Governance & Management Program (AGMP)
10:30 - 10:45	MORNING TEA
10:45 – 11:15	Case Study – Leadership – Evelynna Dhamarrandji
11:15 – 12:30	Building on Strengths Small discussion groups
12:30 - 1:30	LUNCH
1:30 - 2:00	Case Study – Lirrwi Yolngu Tourism AC
2:00 - 3:15	Governance & management needs Small discussion groups
3:15 – 3:30	AFTERNOON TEA
3:30 - 3:50	Other governance supports, tools & resources
3:50 - 4:45	Open Forum
4:45 – 5:00	Final Wrap Up
5:00	WORKSHOP CLOSES

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