

Aboriginal Peak Organisations Northern Territory

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

Darwin Governance & Management workshop

18th June 2014



-- Report for participants --

Our Decisions, Our Actions, Our Future

Darwin Governance & Management Workshop

Where, when & what?

On 18th June, representatives from Darwin and other Top End Aboriginal organisations gathered at the Darwin Rydges Airport Resort 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 rundown is attached to this report.



"We need the best person for the job. Not our brother, our sister, our cousin, but the best person for the job. Go there, work for your community."

Manny Rioli, Tiwi Island Regional Council, speaking about board memberships generally

Our Decisions, Our Actions, Our Future

Who came?

Twenty-eight people came to the workshop, representing 19 Aboriginal organisations. Representatives came from around Darwin but also from Wadeye and Tiwi Islands, combining and sharing a wealth of governance and management experience from urban and more remote organisations. The workshop heard inspiring guest presentations from future leaders as well as on the nitty gritty of governance and management.



From left to right: Esmeralda, Dawn, Danika and Kyana



From left to right: Regina Bennett, Lily Roy, Rosie Baird, Laura Lombardo, Vanessa Kredler, Jedda Puruntatameri



Anthony Ah Kit



Esmeralda

"My family is my backbone. They support me. If things don't go right, they are the ones that pick me up."

Esmeralda, IMPACT Indigenous Youth Leadership Program participant

"It's very encouraging to hear from these young women (from IMPACT) because they are our future. We need to encourage this in our communities, not just in Darwin."

Tobias Nganbe, Thamarrurr Regional Aboriginal Authority Corporation

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Who were the guest presenters?



From left to right: Danika, Kyana, Esmeralda and Dawn

Danika, Kyana and Esmeralda, presented from the **IMPACT Indigenous Youth Leadership Program**, supported by Dawn Cardona from the Program. Senior high school students, Danika, Kyana and Esmeralda displayed confidence way beyond their ages in talks about how they got where they are and where they want to go in life. This was a lesson in public speaking and a strong showing of the potential for lasting strength of Aboriginal organisations through the next generation of Indigenous leaders. More on IMPACT including a DVD is at: <http://www.fya.org.au/initiatives/impact/>

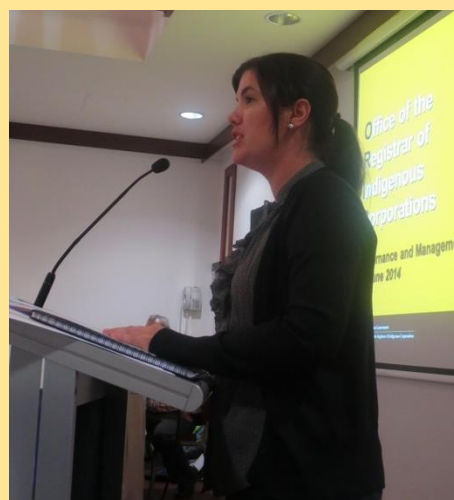
"You can say 'I want to do this, I want to do that', but at the end of the day it is up to you to make it happen."

Danika, IMPACT Indigenous Youth Leadership Program participant

"Being a role model is about supporting others, especially people who don't have these support systems."

Kyana, IMPACT Indigenous Youth Leadership Program participant

Manager of the ORIC Darwin office, Hannah Roe, presented on the **Office of the Registrar of Indigenous Corporations'** lesser known resources. In addition to ORIC's governance training and regulation work, Hannah discussed a register ORIC is developing of skilled independent directors who organisations might recruit, plus staff recruitment assistance; ORIC's research and report into CEO salaries and register of 'banned' CEOs who organisations should avoid recruiting; and its LawHelp access to pro bono (free or reduced fee) law firms. Much more on ORIC is at: <http://www.oric.gov.au>



Hannah Roe

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Strengths of Top End Aboriginal organisations' governance and management identified at the workshop



- ⓐ **Representation from clans providing good communication** - a strong voice from the community.
- ⓐ **Strong communication** between board, management and staff.
- ⓐ **Compliance** with regulators and funding bodies.
- ⓐ **Good practices of professionalism, honesty and integrity**, including organisations' honest self-assessment and timely completion of outstanding matters.
- ⓐ **Financial management**- boards having a strong understanding of how to manage funding.
- ⓐ **Stability of boards.**
- ⓐ **Succession planning**- having an organisational structure that helps young people to join the organisation, learn their roles and responsibilities and take on leadership opportunities.
- ⓐ **Sound corporate knowledge of structures and operations**, enabling a better understanding of how the organisation operates.
- ⓐ **Strong focus on governance and management training**, sometimes compulsory training.

"Good communication is engagement with the right people. We are living on country. We respect each other."

Small group discussion

Areas to further strengthen Top End Aboriginal organisations identified at the workshop



- Ⓢ **Succession planning** - support young people to actually join boards and have a **voice**; provide incentives for them to come to meetings. **Support women to come and join.**
- Ⓢ **Conflict resolution** - provide a safe and suitable environment to mediate conflicts and cultural legitimacy, including for organisations representing residents generally in communities, not only traditional owners.
- Ⓢ **Better recruitment and induction processes**, to find and settle in the right people for organisations.
- Ⓢ **Outside support to work with the board**, including recruiting qualified, independent directors.
- Ⓢ **Professional development for directors**, including risk management.
- Ⓢ Increased understanding and awareness of **due diligence** and **conflict of interest**.
- Ⓢ **Improved communication between management, board and members** so that all know what the organisation is doing.
- Ⓢ **More training on financial reporting and compliance**, plus simple reporting formats and templates.

"Some CEOs who send organisations into administration go on to bigger and better things and wreck bigger and better organisations."

Workshop participant

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

- ② **Personalised mentors for young people** to help them gain leadership experience and skills.
- ② **Partnerships between Aboriginal organisations**, especially between those set up to support young people and those looking to recruit young people.
- ② **The Governance Toolkit** on the Australian Indigenous Governance Institute website is a very useful, free online resource for Aboriginal organisations.
- ② **Independent directors invited onto boards** – ORIC is developing a register of qualified and experienced independent directors organisations may draw on.
- ② **ORIC staff recruitment listings and assistance**, CEO salary research (2013), LawHelp panel of pro bono legal assistance providers and accredited and non-accredited governance training.
- ② **The Australian Indigenous Leadership Centre** leadership and governance courses.

"Our board is made up of people from the regions that we represent. They have strength. They give their leadership to us, as well as their knowledge and skills which enables us to effectively deliver programs."

Jared Sharp, NAAJA



From left to right: Rosa Tipiloura, Linda Ford and Virginia Kintharl

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 summit 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 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 NT-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** – AGMP 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 Darwin workshop was the third of five workshops scheduled across the NT for 2014.
- ② **Facilitate Board/CEO network** – This is a way for senior representatives of NT Aboriginal organisations to regularly share information and advice about governance and management, and to learn from each-other, in meetings held mostly by phone.
- ② **Demonstration sites** – The AGMP will provide especially 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:

- ② You would like to join or to find out more about the AGMP's **Board/CEO network**.
- ② You would like electronic copies of the **corporate templates developed by the AGMP** and given out at the workshop.
- ② 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**:

- 🕒 **Danika, Kyana, Esmeralda and Dawn Cardona** from the **IMPACT Indigenous Youth Leadership Program**.
- 🕒 **Hannah Roe** of **ORIC** Darwin office.
- 🕒 **The Department of Prime Minister and Cabinet** for its funding of the Aboriginal Governance and Management Program, to enable this workshop to take place.
- 🕒 The following Aboriginal organisations for sending representatives to the workshop:
 - Aboriginal Medical Services Alliance of NT (AMSANT)
 - Aboriginal Resource and Development Services
 - Association of Northern, Kimberley and Arnhem Aboriginal Artists
 - Bagot Community Incorporated
 - Council for Aboriginal Alcohol Program Services
 - Danila Dilba Health Service
 - Darwin Aboriginal and Islander Women's Shelter
 - Durrmu Arts
 - FORWAARD Aboriginal Corporation
 - Jilamara Arts and Crafts Association
 - Larrakia Nation
 - Munupi Arts and Crafts Association
 - Murrinpatha Mimmipa Store
 - North Australian Aboriginal Justice Agency (NAAJA)
 - Palngun Wurnangut Aboriginal Corporation
 - Pirlangimpi Progress Association
 - Thamarrurr Regional Aboriginal Authority Corporation
 - White Eagle
 - Yilli Rreung Housing Aboriginal Corporation

Governance & Management Workshop

Rydges Airport Resort

18 June 2014

-- Program --

8:45 – 9:00am	Registration
9:00 – 9:30	Welcome & Introductions <ul style="list-style-type: none">- Includes Welcome to Country
9:30 – 10:15	Aboriginal Governance & Management Program [AGMP]
10:15 – 10:45	Youth Leadership Presentation <ul style="list-style-type: none">- IMPACT Indigenous Youth Leadership Program
10:45 – 11:00	MORNING TEA
11:00 – 11:30	AGMP Survey Results
11:30 – 12:20	Building on Strengths <ul style="list-style-type: none">- Small group discussion, includes report back
12:20 – 1:00	LUNCH
1:00 – 1:20	Other Governance, Supports, Tools & Resources
1:20 – 1:50	ORIC Presentation <ul style="list-style-type: none">- Hannah Roe – Darwin Regional Manager
1:50 – 2:45	Governance & Management Needs <ul style="list-style-type: none">- Small group discussion
2:45 – 3:00	AFTERNOON TEA
3:00 – 3:30	Governance & Management Needs <ul style="list-style-type: none">- Report back from break-out session 2
3:30 – 4:00	Final Wrap Up <ul style="list-style-type: none">- Final comments & concluding remarks from facilitator
4:00	CLOSE

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