

ABORIGINAL PEAK ORGANISATIONS NORTHERN TERRITORY  
**Aboriginal Governance & Management Program (AGMP)**

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REPORT FOR PARTICIPANTS

# **Barkly Regional Governance & Management Workshop**

AND

# **Youth Leadership Group Governance Workshop**

19TH MAY 2015



**APONT**  
**Aboriginal Governance  
& Management Program**

Our Decisions | Our Actions | Our Future

APONT is an alliance of Central Land Council, Northern Land Council, Central Australian Aboriginal Legal Aid Service, North Australian Aboriginal Justice Agency and the Aboriginal Medical Services Alliance NT.

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## Governance & Management Workshop

### Where, when & what?

On the 19<sup>th</sup> May representatives from Aboriginal organisations across the Barkly region gathered at the NT Training Centre in Tennant Creek for a workshop on Governance and Management. The workshop was organised and facilitated by Aboriginal Peak Organisations Northern Territory (APONT) as part of their Aboriginal Governance & Management Program. The workshop program is attached to this report.



Youth succession has featured in all our regional workshops. Returning to the site of APONT's governance summit that started this Program, at Tennant Creek we paid even closer attention to the young leaders of tomorrow. Following the main workshop, AGMP staff members facilitated a participatory governance workshop with Tennant Creek's Youth Leadership Group (YLG). More information about this YLG workshop is provided later in the report.

## Who came?

Representatives from several different Aboriginal organisations attended the main workshop, along with eight representatives of Tennant Creek's Youth Leadership Group (YLG), this group sending a clear message that young people want to be involved and have a lot to contribute to organisational governance and management. Two representatives of YLG were guest presenters at the main workshop; and a third spoke passionately from the floor.



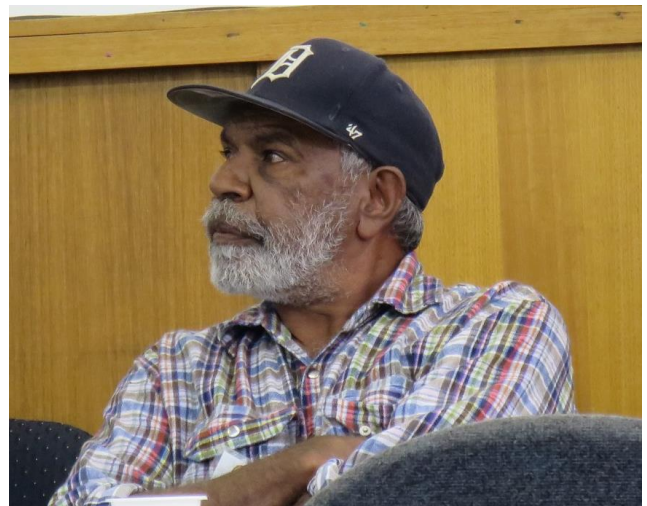
Salina Nelson



Tshanka Storey



Anita Bailey & Riko Luak



Kenny Williamson

*"With some of our directors there is limited numeracy and literacy, so we are looking at some basic training there."*

Breakout group report back

## Who presented?

The Barkly workshop was lucky to have proud and articulate young Indigenous guest presenters talking about their achievements, what it took to reach them, and their aspirations for the future.

Telita Braun does not see herself as an advocate for young people but she clearly is a role model. Telita explained what it means to be a role model and how it motivates her to do better. She didn't always have the confidence to speak in front of big groups, but she realised that if she wanted to finish school, get a good job and reach her aspirations then she needed to grow her confidence. Telita did this by attending school every day and taking herself out of her comfort zone. With encouragement and support from family and mentors Telita started believing in herself and kicking goals. She now works at Westpac Bank in Tennant Creek.

*"Being confident doesn't mean you have to be the loudest person, it means you are comfortable with who you are and what you do or say."*

Telita Braun

Telita's message for all young people is that the harder you push yourself, the further you'll go in life. Telita is a member of Tennant Creek's YLG and in the future she wants to travel to broaden her perspective on life.

*"To have younger people look up to me as a role model also makes me want to strive to be better."*

Telita Braun

Troy Gillett gave a memorable speech about his life journey thus far. He spoke passionately about the positive effect the Clontarf Foundation is having at Tennant Creek high school. Troy also talked about needing to believe in yourself, the benefit of having a supportive family network and putting yourself out of your comfort zone in order to achieve success. Troy alluded to the challenges for youth in Tennant Creek, including the lack of organised activities. Troy hopes the YLG can be successful in turning this around.

*“A healthy lifestyle through sport and recreation is an important part of the future of young people in this town.”*

Troy Gillett



Telita Braun



Troy Gillett



Natasha May

Another member of the YLG, Natasha May, spoke candidly and articulately from the floor about her journey of leaving school early, finding it difficult to get apprenticeships locally and ultimately returning to school to become better qualified.

*“It’s all about education; it’s weird but it’s true.”*

Natasha May, Tennant Creek YLG member

The three speakers brought energy to the workshop in the way only young people can, helping to motivate and inspire everyone in the room. Their presentations were a natural bridge to the part of the main workshop on how to engage with and attract more young people into Aboriginal organisations and support their development.

*“No dream is too big!”*

Tshanka Storey, Tennant Creek YLG member

## Directors' Roles & Responsibilities

In this session participants shared their thoughts about directors' responsibilities. Their comments were written up on a whiteboard and discussed. Our facilitator then put up a slide outlining the four key roles of directors and talked about them briefly.

In the final part of the session, the group went through a valuable participatory exercise linking the responsibilities written up on the whiteboard to each of the four roles on the slide. The outcome of the exercise is outlined below.

Roles	Responsibilities
1. Lead	<p><b>Represent all members and make sure they can participate and be heard; create vision; advocate, negotiate and maximise self-determination.</b></p> <ul style="list-style-type: none"> <li>• Do what members ask – Directors are there to advocate and bring members' issues to board meetings.</li> <li>• Honesty – Directors have a duty of care to the organisation</li> <li>• Conflict of interest – Directors must declare any conflicts of interest. For example a director cannot be involved in board meeting decisions that relate to a close family member.</li> <li>• Taking Responsibility – Directors sometimes have to make hard decisions. Good directors take responsibility for their decisions and are able to explain them.</li> </ul>
2. Plan	<p><b>Set overall direction, purpose, future strategies, goals, ethics and values.</b></p> <ul style="list-style-type: none"> <li>• Make decisions – Directors must come to meetings and make decisions. This is also part of their 'organising' and 'leading' roles.</li> <li>• Decide where to go – Directors are responsible for setting and following the organisation's vision.</li> <li>• Decide how to get there – Directors are responsible for developing strategic plans and making sure they are followed.</li> <li>• Risk management – Directors need to have a plan in place for when things change unexpectedly. For example if an organisation stops receiving funding it may have to cut programs or staff.</li> </ul>

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- |                    |   |
|--------------------|---|
| <b>3. Organise</b> | <p><b>Develop policies and governance arrangements; interact with management; steer relationships, alliances and collaborations with the public and among stakeholders.</b></p> <ul style="list-style-type: none"> <li>• Make sure occupational health and safety (OH&amp;S) standards are being met – Directors must ensure the workplace is safe and staff are not discriminated against or feel threatened.</li> <li>• Policy and procedures – Organisations must have good policies and procedures in place so that everyone can understand and follow the rules. Policies must be updated when circumstances change, for example when governments change legislation.</li> <li>• Partnerships – Directors make sure the organisation gets on well with all stakeholders so that the best possible outcomes are achieved.</li> <li>• Disputes – Directors are responsible for settling disputes between the board and members and between staff and members. Workshop participants agreed that it is important to act quickly before disputes turn into major conflicts which can seriously affect the operations of the organisation.</li> </ul>   |
| <b>4. Control</b>  | <p><b>Ensure the organisation is accountable, legal and financially stable; hire, support and oversee the performance of the top manager; monitor overall outcomes.</b></p> <ul style="list-style-type: none"> <li>• Finances – Directors are responsible for making sure the organisation's spending is in line with budget. For example, if the organisation needs a new car directors need to know there is enough money in the budget to pay for it. Directors must receive a finance report at every board meeting.</li> <li>• Directing the CEO – Recruiting and monitoring the performance of the CEO is an important director responsibility.</li> <li>• Separation of powers – Directors need to understand the different roles and responsibilities of the CEO and the directors. The CEO's role is generally written into their contract. It is the directors' role to provide leadership and support to new CEOs, not do CEOs' jobs. It is especially important that directors don't interfere with CEOs' management of other staff. Workshop participants pointed out that most successful organisations have strong working relationships between the board and the CEO.</li> </ul> |

## Strengths of Barkly region organisations identified at the workshop



- Good records are kept and filed securely
- CEO communicates well with staff
- Good communication and information-sharing
- Staff understand the rules and their responsibilities
- Good networking with schools

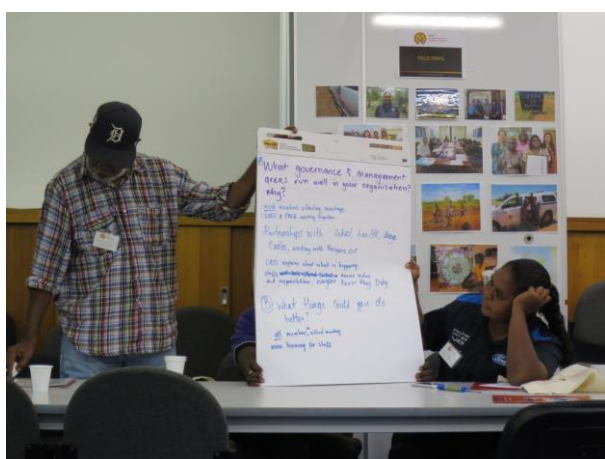


L to R: Anita Bailey, Riko Luak, Elle Tot discussing strengths of Ampilatwatja Health Clinic AC and Anyinginyi Health AC

## Areas to strengthen identified at the workshop



- Regular review of policies
- Better collaboration with various stakeholders
- New staff orientation
- Strengthen directors' literacy and numeracy skills
- Make information for the board easier to read and understand
- Directors to become more familiar with their Rule Book/Constitution
- Consider appointing non-member directors with clinical, financial or governance skills



L to R: Kenny Williamson, Ann-Marie Waistcoat, Salina Nelson



L to R: Selina Grant, Salina Nelson, Ann-Marie Waistcoat and Kenny Williamson considering areas to strengthen

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

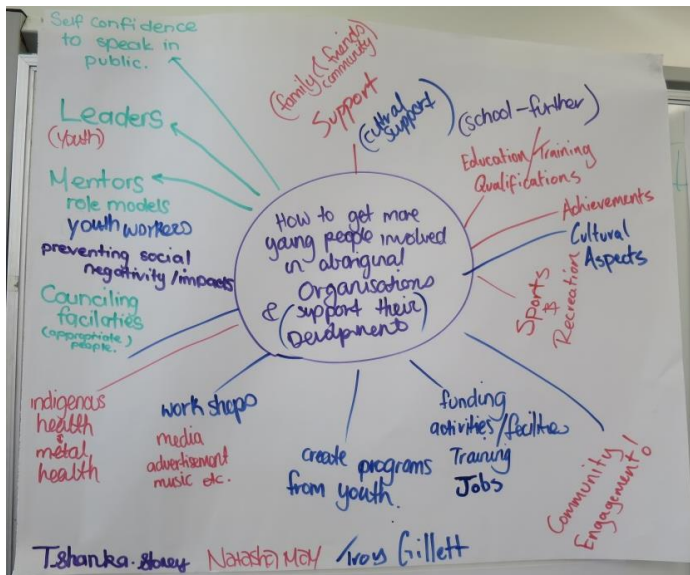
- Check out our new website: [aboriginalgovernance.org.au](http://aboriginalgovernance.org.au)! Here you can download handy governance resources, learn from the great things other NT Aboriginal organisations are doing with their governance and management, and register for upcoming events. You can even download a copy of this report!
- The Governance Toolkit on the Australian Indigenous Governance Institute website is a useful, free online resource for Aboriginal organisations:  
<http://www.aigi.com.au/toolkit-resources/link-to-toolkit/>
- Consider inviting independent directors onto your board – ensure that it is someone who can bring needed skills or experience to the board but won't try to dominate it.
- The Australian Indigenous Leadership Centre leadership and governance courses.





*"If we make the (recruitment) process less formal it might help recruit young people. We need to relax a little."*

Riko Luak, Ampilatwatja Health Service

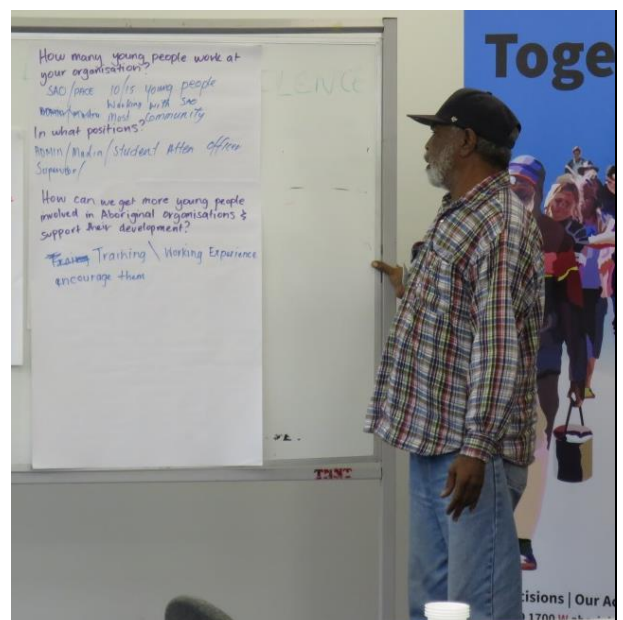


How can we get more young people involved in Aboriginal organisations and support their development?

- Recruitment process
- Less formal interview process
- Support their ambitions
- Assist them with Training
- Maintain professional relationships
  - don't tell them off in front of others, ~~correct~~ <sup>guide</sup> their error in private
- Encourage them to ask questions
- ~~Not~~ Provide mentoring
- Include all staff members



Natasha May and Tshanka Storey presenting



Kenny Williamson presenting

## About the Aboriginal Governance & Management Program (AGMP)

### How did the program start?

In April 2013, about 300 Aboriginal people attended APONT's Strong Aboriginal Governance Summit in Tennant Creek. The AGMP builds on the summit recommendations – mainly that Aboriginal organisations need ongoing governance and management support.

### What is the program?

The AGMP strengthens governance and management in NT Aboriginal organisations according to their self-determined needs, in a variety of ways:

- **Workshops** – often focused on specific themes, our workshops are free for representatives of NT Aboriginal organisations.
- **CEO/Board network** – giving senior representatives of NT Aboriginal organisations a regular forum for sharing information and advice about governance and management.
- **Demonstration sites** – providing and demonstrating close and sustained governance and management support to several selected organisations.
- **Advice, resources and referrals** – including referrals to other suitable agencies like the program's pro bono legal partners.
- **Research** – on the governance strengths and needs of NT Aboriginal organisations, and best practice, models and networks.

### What is the approach?

The program has a strengths-based, collaborative, action research approach. This means: building on organisations' existing strengths; working together with other agencies for collective impact; and researching and learning while supporting NT Aboriginal organisations.

### Where is the program?

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

### How is the program funded?

APONT acknowledges and welcomes Australian Government funding until mid-2016.

### How is the program governed?

AGMP is guided by a Steering Committee of senior APONT and Australian Government staff, governance experts, including Aboriginal people with local community knowledge, and a representative of corporate Australia.

**For more information about how the AGMP can assist NT Aboriginal organisations contact the team on 8959 1700 or [info@agmp.org.au](mailto:info@agmp.org.au) or visit our website [aboriginalgovernance.org.au](http://aboriginalgovernance.org.au).**

## 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!

## Staff contact details



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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

## Acknowledgements

APONT would like to thank:

- Troy Gillett and Telita Braun, with support of other Tennant Creek Youth Leadership Group members, for their memorable presentations.
- The Department of Prime Minister and Cabinet for funding the APONT Aboriginal Governance and Management Program including this workshop.
- Richard James from Patta Aboriginal Corporation for his Welcome to Country.
- Emma Newman and Melanie Baldwin for their support and assistance in facilitating the Youth Leadership Group Governance workshop following this main workshop.
- Duane Fraser and Tony Lake for their assistance in organising the guest presenters.
- The following Aboriginal organisations and groups for sending representatives to the workshop:
  - Papulu-Apparr-Kari
  - Anyinginyi Health Aboriginal Corporation
  - Ampilatwatja Health Clinic Aboriginal Corporation
  - Tennant Creek Youth Leadership Group



# Governance & Management Workshop

NT Training Centre, Tennant Creek  
19th May 2015

## PROGRAM

8:45 – 9:00	Registration
9:00 – 9:45	Welcome and introductions
9:45 – 10:00	Aboriginal Governance & Management Program (AGMP)
10:00 – 10:30	Governance and management concepts
<b>10:30 - 10:50</b>	<b>MORNING TEA</b>
10:50 – 11:30	Directors' roles and responsibilities
11:30 – 12:45	Building on organisational strengths <ul style="list-style-type: none"><li>- Small discussion groups</li></ul>
<b>12:45 - 1:30</b>	<b>LUNCH</b>
1:30 – 2:00	Youth leadership presentation Telita Braun & Troy Gillett
2:00 – 3:00	Youth leadership in Aboriginal organisations <ul style="list-style-type: none"><li>- Small discussion groups</li></ul>
<b>3:00 - 3:30</b>	<b>AFTERNOON TEA</b>
3:30 – 3:50	Open forum
3:50 – 4:00	Final wrap up
<b>4:00</b>	<b>WORKSHOP CLOSES</b>

## Youth Leadership Group (YLG) Governance Workshop

### What and who?

After the main workshop, AGMP staff facilitated a mini-workshop with members of Tennant Creek's YLG. Seven members, along with two YLG support workers attended the lively session.

Comprising 15 emerging leaders, aged between 15 and 22 years of age, this impressive group has big plans. Amongst a raft of positive initiatives, they hope to strengthen their role as an advisory body on issues that affect young people and attract more funding for local youth activities that support the development of young people and help them stay out of trouble.

YLG support worker Emma Newman contacted AGMP in April to explore the possibility of AGMP hosting a youth governance workshop while in Tennant Creek, exclusively for YLG members. AGMP staff jumped at the opportunity and worked with Emma to design a tailored mini-workshop to meet the governance needs and aspirations of the youth group.

The participatory workshop covered topics that build strong governance such as meeting protocol, decision-making processes, the chairperson's role and developing the group's terms of reference. It was a dynamic workshop with lots of lively discussion and great ideas.



L to R: YLG members Natasha, Corey, and Stella with support worker Melanie and AGMP project officer Sarah

## Meeting terminology brainstorm

The first time attending a formal meeting can be daunting. You might hear words not used in everyday language, such as quorum. In order to actively contribute to formal meetings, attendees should understand what these words mean. YLG members brainstormed commonly used meeting words and their meaning. Below is a summary of their meeting words brainstorm.



### Chairperson

This person has a very important role.

This person is 'in charge' of running the meeting.

This person makes sure the meeting follows the agenda and runs to time.



### Agenda

It lists items to be discussed at the meeting.

It is like your meeting road-map - it helps you stay on track.

It is usually sent out ahead of the meeting.

It usually allows time for "other/general business."



### Apologies

Notice that a person is unable to come to the meeting.

This is recorded in the minutes of that meeting.



### Quorum

The minimum number of members at the meeting to make it valid.

If there is no quorum then decisions cannot be made.



### Motion

Is a proposed idea for discussion and action.

'Moving' a motion means someone puts the proposal forward to be decided/voted on.



### Resolution

A decision that has been formally made.



### Other/general business

Items/things not specifically written on the agenda that members want to talk about.



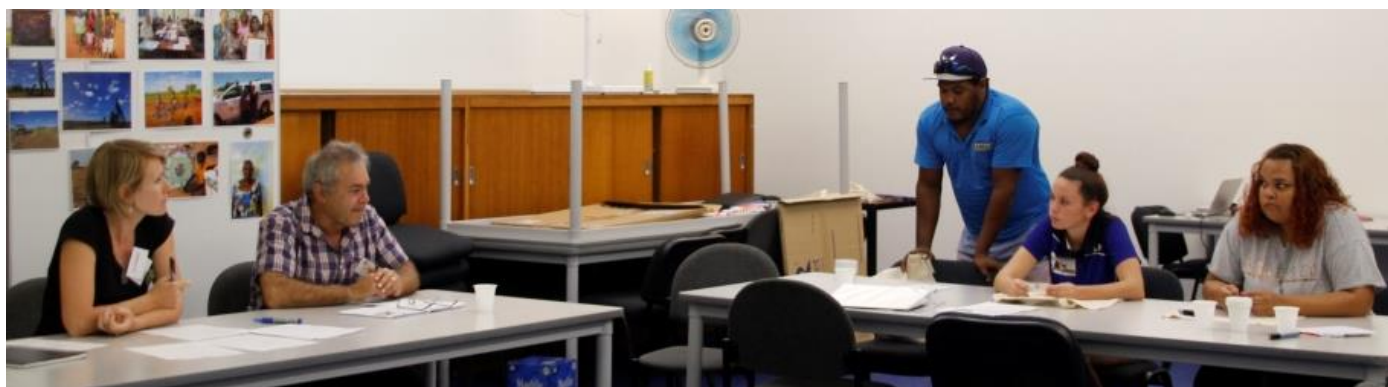
### Minutes

A written record of the discussions, decisions and actions agreed to at the meeting.

## Running good meetings

After discussing meeting terminology, AGMP staff performed a role-play in a pretend YLG meeting. The role play demonstrated many important aspects of running a good meeting like:

- The important role of the chair. He/she opens the meeting, notifies attendees of apologies, and keeps the meeting on track and to the agenda, among other jobs.
- How resolutions are passed and recorded.
- What YLG members should think about and discuss when making decisions.



L – R: AGMP staff Sarah and Wes with YLG members Troy, Jemma and Telita

### AGENDA

#### TENNANT CREEK YOUTH LEADERSHIP GROUP

#### **Pretend Meeting**

**TIME:** 4:30pm  
**DATE:** Tuesday 19<sup>th</sup> May  
**LOCATION:** NT Training Centre

#### ITEMS:

1. Welcome
2. Minutes from the previous meeting
3. Discussion topics (may not get all of this discussed)
  - YLG social media for our group
  - Dance Party
4. Other Business
5. Next meeting
6. Meeting closed

## Making decisions

A big part of being an organised group, like the YLG, is making decisions. Important decisions can include deciding on the group's vision, its activities, or about its membership, among other decisions. When a big decision needs to be made it is a good idea to have a process (e.g. are decisions made by vote or consensus?) and a good framework for discussion. The diagram below provides that framework. It was given out at the workshop to help YLG make big decisions. It provides some handy tips and questions to ask and discuss before collectively making decisions.

### Decision-Making Star

#### QUESTIONS TO ASK



Source: Reconciliation Australia. Indigenous Governance Toolkit, 6.3 Running effective meetings.  
<https://www.reconciliation.org.au/governance/toolkit/6-3-running-effective-meetings>. Viewed 14/05/15

## Best of luck Tennant Creek YLG!

AGMP staff were impressed by these young role models and we thank YLG members for their lively participation in the session. It's inspiring to see committed, confident and intelligent young adults wanting to better their community. We wish them all the best for the future. Stay in touch YLG!



L – R: YLG members Jemma and Telita with support worker, Emma



L – R: LRG members Jemma, Natasha, Stella, Telita and Corey