

# Indigenous Community Governance Forum 2008

Effective Capacity Building Strategies and Governance  
to Empower Communities for the Future

Liquid Learning is delighted to present this highly informative conference, featuring engaging case studies, expert insights and practical workshop sessions.

## FEATURED SPEAKERS



**Harold Furber** Chairman  
**Desert Peoples Centre**  
Board Member  
**Desert Knowledge Australia** (picture courtesy of Desert Knowledge Australia)



**Councillor Napau Pedro Stephen** Mayor  
**Torres Shire Council**



**Dr Danielle Campbell** Community Development Coordinator  
**Central Land Council**



**Diane Smith** Visiting Fellow, Centre for Aboriginal Economic Policy Research  
**Australian National University (ANU)**  
Chief Investigator  
**Indigenous Community Governance Project**



**Janet Hunt** Fellow, Centre for Aboriginal Economic Policy Research  
**Australian National University (ANU)**



**Christopher Kirkbright** Business Consultant, Indigenous Governance Trainer and Assessor; and Indigenous Language Consultant



**Nick Scarvelis** Former Executive Director, Local Government  
**Department of Local Government, Housing and Sport, Northern Territory**



**Tom Smith** Assistant Director, Indigenous Strategic Partnerships, Natural Resource Management Program  
**Department of the Environment, Water, Heritage and the Arts**



**Brian Wyatt** Chief Executive Officer  
**Goldfields Land and Sea Council**



**Dr Manuhua Barcham** Director  
**Synexe Consulting**

**Jason Field** Acting Director, Policy - Community Relations  
**New South Wales Aboriginal Land Council (NSWALC)**

**Lynda Forrest** Director, Community Development Policy and Strategic Intervention Projects, Aboriginal Affairs and Reconciliation Division  
**Department of Premier and Cabinet, South Australia**

**Gordon Cole** Team Leader, Aboriginal Justice Agreement, Aboriginal Services Directorate  
**Department of the Attorney General, Western Australia**



6 & 7 August 2008  
Crowne Plaza,  
Darling Harbour, Sydney

## EXPLORE

- Establishing Effective Governance Models and Frameworks
- Partnerships Between Communities, Local, State and Federal Government
- Developing Successful Leadership Strategies for Empowerment
- Land Council Governance Initiatives

## PLUS WORKSHOPS!

Two Separately Bookable, Half-Day Post-Conference Workshops on 8 August 2008

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# Day One 6 August 2008

8.30 - 8.55 **Registration and Morning Coffee**

8.55 - 9.00 **Welcome to Country and Opening Remarks from the Chair**

9.00 - 9.45 **OPENING KEYNOTE COMMENTARY**

## Models of Community Governance Established and Emerging - Structures, Institutions and Capacities

The diversity of Indigenous Australian cultures, communities and their contemporary circumstances means there is no single organisational solution for governance arrangements. The Indigenous Community Governance Project has identified a set of common Indigenous 'governance design principles' that are being used to develop local organisational solutions, including: Networked governance models; the legitimacy of leadership and representation; layered decision making, roles and responsibilities; an internal 'culture of governance'; shared governance histories and the cultural legitimacy of institutions (rules). Diane will discuss:

- Innovative structures that Indigenous communities are creating at different social and geographic scales
- How the underlying Indigenous design principles are being used to strengthen the effectiveness, capacity and legitimacy of their organisations

**Diane Smith** Visiting Fellow, Centre for Aboriginal Economic Policy Research  
**Australian National University (ANU)**  
Chief Investigator  
**Indigenous Community Governance Project**

9.45 - 10.00 **Questions and Discussion**

10.00 - 10.45 **CASE STUDY**

## Recognising Community Participation and Ownership as Critical Drivers of Successful and Sustainable Development

The Central Land Council (CLC) is working to further maximise the benefits of land ownership for Aboriginal people in Central Australia through an innovative approach to community development. Recognising that community participation and ownership are critical to successful and sustainable development, a community development approach is being systematically applied to traditional owner royalty and rent payments. This session will discuss:

- Processes the CLC is using to involve Aboriginal people in identifying and addressing their priority issues
- The community development outcomes being achieved as a result of this
- Insights into effective community development in Aboriginal communities in Central Australia

**Dr Danielle Campbell** Community Development Coordinator  
**Central Land Council**

10.45 - 11.00 **Questions and Discussion**

11.00 - 11.15 **Morning Tea**

11.15 - 12.00 **CASE STUDY**

## Creating an Effective, Legitimate and Sustainable Local Government

The Northern Territory Government recently decided to put its local government on a more sustainable footing and introduced a New Local Government structure which will commence mid 2008. It was felt that the current system has not worked well for many remote communities and is considered unsustainable in its present form. Explore how the new system will:

- Ensure that all Northern Territory residents are represented at local government level
- Improve the capacity and provision of services to people in remote and regional areas
- Build local government capacity to assist governing bodies and the communities they represent become stronger and self-sustaining

**Nick Scarvelis** Former Executive Director, Local Government

**Department of Local Government, Housing and Sport, Northern Territory**

12.00 - 12.15 **Questions and Discussion**

12.15 - 1.15 **Networking Lunch**

1.15 - 2.00 **CASE STUDY**

## Developing and Implementing a Governance Structure and Managing Outcomes

The Indigenous Engagement in Natural Resource Management Program aims to increase the capacity for Indigenous NRM at national, regional, catchment and local community levels. The Nyikina / Mangala Ranger program has a developing governance model in place. Aspects of the model include the project management of community grants, the importance of good reporting on outcomes and the appropriate acquittal of funds. Tom will discuss:

- Developing and implementing the best governance structure for service delivery management
- Developing and implementing a plan of activities and strategies to ensure the sustainable delivery of environmental services in the region

**Tom Smith** Assistant Director, Indigenous Strategic Partnerships, Natural Resource Management Program

**Department of the Environment, Water, Heritage and the Arts**

2.00 - 2.15 **Questions and Discussion**

2.15 - 3.00 **CASE STUDY**

## The Role of Land Councils in Managing Community Affairs - Strategic Approaches to Land Use and Protection

The New South Wales Aboriginal Land Council system comprehensively represents the aspirations and interests of Aboriginal people in the state. However, there are a significant number of Aboriginal people who do not engage with this system but who nonetheless remain stakeholders. Jason will explore:

## PLUS WORKSHOPS!

A selection of Two Post-conference workshops on 8 August 2008

## SUPER SAVER DISCOUNT

Receive \$200 off registration if you register and pay by 30 May 2008

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- How should the land council system represent the interests and aspirations of all Aboriginal people in NSW?
- How should the system deliver and distribute the benefits arising?
- The appropriate and effective use of policy within the land rights system
- The impact of government policy on Aboriginal people

**Jason Field** Acting Director, Policy - Community Relations  
**New South Wales Aboriginal Land Council**

3.00 - 3.15 **Questions and Discussion**

3.15 - 3.30 **Afternoon Tea**

3.30 - 4.15 **CASE STUDY**

### **The Government of South Australia's Approach to Community Development**

South Australia's Aboriginal Affairs and Reconciliation Division (AARD) places its relationships with communities at the centre of its approach to community development. AARD has a very flexible approach to improving outcomes for Aboriginal South Australians which are grounded in a strong strategic framework. Different approaches are used for different communities, all of which are based on strong working relationships with government agencies, the non-government sector and Aboriginal communities. Lynda will deliver a session focusing on:

- South Australia's clear strategic framework
- Empowering community through stronger governance

**Lynda Forrest** Director, Community Development Policy and Strategic Intervention Projects, Aboriginal Affairs and Reconciliation Division  
**Department of Premier and Cabinet, South Australia**

4.15 - 4.30 **Questions and Discussion**

4.30 - 5.30 **EXPERT COMMENTARY**

### **A Look at the Future of Indigenous Community Governance - An International Perspective**

Various projects currently exist that examine treaties and agreements relating to Indigenous peoples and their rights in relation to land ownership. These projects also consider implementation activities and wider factors that enable long-term sustainability of agreement outcomes.

Dr Barcham, a leading Indigenous relations expert based in New Zealand will explore:

- The strength and necessity of a land council's role in representing communities negotiating with the government and other organisations
- Sustainability of land councils and indigenous organisations correlating to governance sustainability
- The future challenges, opportunities and threats to Indigenous community governance

**Dr Manuhuia Barcham** Director  
**Synexe Consulting**

5.30 **Concluding Remarks from the Chair**

5.30 - 6.30 **Networking Drinks**

8.30 - 8.55 **Morning Coffee**

8.55 - 9.00 **Opening Remarks from the Chair**

9.00 - 9.45 **KEYNOTE CASE STUDY**

### **Empowered Governance In the Torres Strait Region Through Effective Leadership Strategies**

The promotion of good leadership and governance throughout the Torres Shire community has aided the development of regional strategies for empowered governance within the Torres Strait region. The Torres Shire Council has devised successful strategies focusing on the promotion of community values through community consultation. As a result, stakeholders have worked together, leading to cooperative cultures fostered amongst those involved. This session will discuss:

- Enabling better governance from within Indigenous communities
- Local governance within the Torres Shire - Challenges encountered, overcome and yet to be conquered
- Developing appropriate communication protocols, including relationships with other agencies

**Councillor Napau Pedro Stephen Mayor**  
**Torres Shire Council**

9.45 - 10.00 **Questions and Discussion**

10.00 - 10.45 **EXPERT COMMENTARY**

### **Indigenous Community Self-Determination, Grassroots Empowerment, Appropriate Structures and Competent Governance**

The Aboriginal Land Rights Amendment Act 2006 introduced significant changes to the land council system, primarily by setting up Boards of Directors for Local Aboriginal Land Councils (LALCs). This has changed the governance structures of Councils. Chris will discuss the relationship between Indigenous community self-determination, grassroots community empowerment, appropriate structures and the requirement of competent governance at a local level. Explore:

- How the amendment improves Aboriginal Land Council governance
- How it facilitates the management of Aboriginal Land Council assets, investments and business enterprises

**Christopher Kirkbright** Business Consultant; Indigenous Governance Trainer and Assessor; and Indigenous Language Consultant

10.45 - 11.00 **Questions and Discussion**

11.00 - 11.15 **Morning Tea**

11.15 - 12.00 **CASE STUDY**

### **Creating a Knowledge Community by Sharing and Leveraging Resources - Building Effective Networking Strategies**

The Desert Knowledge Precinct will be a national and international focal point for desert knowledge activities,

depicting the efforts of desert Australians to enhance their livelihoods. It will bring 'knowledge rich' organisations together to work in partnerships that will build wealth, sustainability and harmony in desert Australia. Key partners to be based at the Precinct will include the Desert Peoples Centre, Desert Knowledge Australia, and the Desert Knowledge Cooperative Research Centre. Harold will discuss:

- The Desert Peoples Centre journey from concept to project development to securing funding
- Networking and the creation of a Desert Knowledge community
- Fostering partnerships and the development of the Desert Knowledge Precinct as a national and international focal point

**Harold Furber** Chairman  
**Desert Peoples Centre**  
Board Member  
**Desert Knowledge Australia**

- Consideration for the wider expectations of communities in relation to sustainable local employment and economic development
- Why governance processes need to be coordinated, appropriate and relevant to the needs of communities

**Janet Hunt** Fellow, Centre for Aboriginal Economic Policy Research  
**Australian National University (ANU)**  
**Councillor Napau Pedro** Stephen Mayor  
**Torres Shire Council**  
**Dr Danielle Campbell** Community Development Coordinator  
**Central Land Council**

3.00 - 3.30 **Afternoon Tea**

3.30 - 4.15 **CLOSING CASE STUDY**

### **Helping Government to do Business Better**

The Aboriginal Justice Agreement (AJA) framework in Western Australia assists government agencies in working together with Aboriginal communities. This framework helps in service delivery which meets the specific needs of Aboriginal communities. In this way, the AJA embraces the ideals of a regional partnership approach. Doing business differently means that Indigenous people must be a partner in developing the policies and services which affect their communities. Gordon will discuss:

- A framework that encompasses joint planning, provision and delivery of services
- Effective and coordinated community engagement
- Community-based prioritisation of issues and service delivery
- The increased capacity of Aboriginal communities as well as increased capacity of governments to deliver services to Aboriginal communities

**Gordon Cole** Team Leader, Aboriginal Justice Agreement, Aboriginal Services Directorate  
**Department of the Attorney General, Western Australia**

4.15 - 4.30 **Questions and Discussion**

4.30 **Concluding Remarks from the Chair and Close of Conference**

12.00 - 12.15 **Questions and Discussion**

12.15 - 1.15 **Networking Lunch**

1.15 - 2.00 **CASE STUDY**

### **Collaboration and Partnerships in Effective Community Governance**

The Goldfields Land and Sea Council is the Federal Government-appointed Native Title Representative Body, covering land and waters, governance, social and economic development, heritage and other matters of justice for the region. They are working towards having Aboriginal people involved in a more meaningful way particularly in respect to policy formulation and development. Clear roles and responsibilities for the State, Commonwealth and Indigenous communities need to be defined. Brian will discuss the need for a new trilateral agreement between the Commonwealth and the State Government that includes Indigenous people as formal partners.

**Brian Wyatt** Chief Executive Officer  
**Goldfields Land and Sea Council**

2.00 - 2.15 **Questions and Discussion**

2.15 - 3.00 **INTERACTIVE PANEL DISCUSSION**

### **Developing Effective Stakeholder Partnerships in Indigenous Communities**

Effective community engagement is critical to understanding the diverse needs and expectations of remote Indigenous communities, and requires having an appreciation of issues important to these communities. Encouraging informal discussions with a wide range of local stakeholders is an effective way of harnessing strong partnerships. The maintenance of effective partnerships requires time commitment and consideration of logistical difficulties caused by isolation, geography and climate. This interactive panel discussion will consider:

- Respecting the right to self-determination and self-management

## ALSO AVAILABLE:

**The 4th Annual Public Sector Leadership Development Conference 2008**

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# Workshops 8 August 2008

## 9.00 - 12.30 WORKSHOP A

### Evaluating and Strengthening Governance Capacity - Issues and Tools

The Indigenous Community Governance Project (IGCP) is a partnership between the Centre for Aboriginal Economic Policy Research (CAEPR) and Reconciliation Australia, to research Indigenous community governance with participating Indigenous communities, regional indigenous organisations, and leaders across the nation. This workshop will draw from research undertaken through the Indigenous Community Governance Project over the past three and a half years to discuss some successful approaches to Indigenous governance capacity development. It will also offer some opportunities to try out tools and ideas which are being developed through the Project, to assist Indigenous organisations to evaluate their own governance and explore ways to strengthen it. Learn about:

- Tools that will lead to sustainable outcomes
- How to self-evaluate your governance framework
- Ways to strengthen governance capacity in your communities

**Expert Facilitator: Janet Hunt** Fellow, Centre for Aboriginal Economic Policy Research  
**Australian National University (ANU)**

Janet Hunt manages the Indigenous Community Governance Project, an ARC Linkage Project with Reconciliation Australia. Her background is in education and international development and she has lectured in International and Community Development at RMIT and Deakin Universities. She has worked for many years with a particular focus on non-government organisations, gender and development in the Pacific and South East Asia regions. She has been involved with international and Australian Indigenous policy issues for over 25 years.

## 12.30 - 1.30 NETWORKING LUNCH

## 1.30 - 5.00 WORKSHOP B

### Effectively Managing Use of Land and Financial Capacity Building

Sustaining the economic development of Indigenous owned or community-controlled land and services requires significant funding to help build the governance capacity of Indigenous communities. A more flexible land tenure framework would better enable potential economic, social and cultural aspirations of the Indigenous people to be realised. The recognition of land as an asset is imperative - primarily for the possibilities this asset has to further Indigenous economic independence and wellbeing, as well as acknowledging physical, spiritual and cultural ties. Chris will discuss maximising land ownership and use; and how effective management strategies should consider:

- Collaborative, not coercive, initiatives to maximise capacity building
- Providing grants of interests in land subject to government, ministerial and executive control
- Benefits of having land transferred to the direct management and control or ownership of Indigenous people

**Expert Facilitator: Christopher Kirkbright** Business Consultant; Indigenous Governance Trainer and Assessor; and Indigenous Language Consultant

Christopher Kirkbright is an indigenous Australian, a lawyer, linguist, university lecturer, trainer and business consultant, board member and CEO. He is an expert in the area of corporate governance for Indigenous organisations and is currently lecturing in this subject.

## ABOUT THE EVENT

Liquid Learning is proud to present the Inaugural Indigenous Community Governance Forum 2008. Bringing together stakeholders from community groups, land / island councils, private industry, as well as state, territory and federal government agencies, this forward looking forum will address the critical governance issues confronting Indigenous communities today. The discussion will centre on community governance reform, with the focus being on learning from organisations who have advanced initiatives in place to improve the

overall wellbeing of their communities. There is no single formula for success, as initiatives need to be developed in context, addressing the specific needs of the stakeholders concerned. There is however, much to be gained from the experiences of others. Presenters and delegates will share stories of successful strategies that have shown proven management efficacy in the delivery of services, programs and resources.

## WHO WILL ATTEND

Public, Private Sector and NGO senior managers, directors and advisers involved in Aboriginal / Torres Strait Islander / Koori affairs, including:

- Land Council Governors / Executives
- Native Title Officers
- Regional Development Executives
- Indigenous Business Leaders
- Indigenous Community Officers
- Indigenous Policy, Service Delivery and Governance
- Community Organisations
- Health Organisations
- Indigenous Partnerships
- Indigenous Health and Wellbeing
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# Indigenous Community Governance

Forum 2008

6 & 7 August 2008

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| Your Investment   | <input type="checkbox"/> Please confirm my registration for the <b>Indigenous Community Governance Forum 2008</b> |                                   |                            |                            |                            |                            |                            |                            |                  |                     |                     |  |  |  |
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