

East Arnhem Local Decision Making Workshops FINAL SUMMARY REPORT

25th & 27th July 2017



East Arnhem LDM Workshop Summary Report prepared by:

Johanna Ward & Ben Laidlaw
ARDS Aboriginal Corporation

Prepared for:

Mr Jim Rogers
Regional Director – East Arnhem
Nhulunbuy Regional Office
Department of the Chief Minister, NT Government

Telephone (08) 8987 0536
E-mail Jim.Rogers@nt.gov.au

Mr Jesse Fatnowna
Senior Development Co-ordinator – East Arnhem
Nhulunbuy Regional Office
Department of the Chief Minister, NT Government

Telephone: (08) 8987 0556
E-mail: Jesse.Fatnowna@nt.gov.au

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1. Introduction

During the 2016 elections the Labour Government of the Northern Territory told communities that they would like to work towards the transfer of power back to Indigenous communities, including the development of local decision making policy and frameworks.

Some communities may already have some good examples of local decision making in practice, however for many communities playing a more active role in considering how services are delivered will likely be a big change for both the way Government and communities interact with one another in the future.

It is recognised that communities should play a key role in the local decision making process, working together with the NT Government, to better understand the role of local organisations to adopt an approach that can be effective across the region.

ARDS Aboriginal Corporation was recently engaged by the NT Government to facilitate a series of initial workshops held in Nhulunbuy on the 25th & 27th July in Nhulunbuy. Workshop participants included NT Government Senior Managers and regional staff and representatives of several key regional service providers and community organisations.

The overarching purpose of the workshops was to provide background information on the Government's LDM agenda and commence discussions on consider what this could potentially look like in practice across the East Arnhem region. It was communicated to all workshop attendees that this was to be the first step in a longer journey and that the NT Government envisages broader sessions also to be held in communities.

ARDS Aboriginal Corporation was engaged to support the workshops held in Nhulunbuy by providing the following services:

1. In collaboration with NT Government compile workshop agenda and objectives and prepare communications for distribution to invited participants;
2. Facilitate the following East Arnhem LDM Workshops:
 - 1 x LDM Introductory Workshop for NT Government senior managers
 - 2 x Information Sessions for NT Government regional staff
 - 1 x LDM Introductory Workshop for East Arnhem Regional Service Providers
3. Document workshop outcomes and prepare summary report detailing key messages, feedback on proposed local decision making processes and any agreed next steps.

The following paper provides a summary report of the key discussions and feedback provided by workshop participants across the four workshops.

2. Workshop Approach

In collaboration with the NT Government, ARDS Aboriginal Corporation prepared workshop agendas and background communication materials for all invited workshop participants. Final version of these materials were provided to the NT Government to include in workshop invitations and attendee follow-up.

The agenda for each workshop and the background information prepared for dissemination prior to the workshops has been included as a reference in Appendix 1.

The following section summarises the content covered and focus of discussions for each workshop.

NT Government East Arnhem Senior Managers

25th July, 9.30am – 1.30pm

The first of four workshops was held for NT Government East Arnhem Senior Managers. 21 people attended this workshop with representation across a broad range of departments including the Departments of the Chief Minister, Education, Correctional Services, Housing and Community Development, Infrastructure Planning and Logistics, Health, Trade Business and Innovation. Commonwealth Government agencies the Department of Prime Minister & Cabinet and the National Disability Insurance Agency also attended.

The agenda for this workshop focussed on introducing the concept of local decision making to the senior management group and considering factors important for shaping implementation across East Arnhem region, including:

- Background information and context for NTG approach to local decision making (presented by Bo Carne, Director -Local Decision Making, Department of the Chief Minister), including key focus areas, models of engagement, and current case study of Wadeye Kardu Alliance;
- Overview of East Arnhem Region, including insights into traditional local decision making structures, challenges for local communities and Yolngu people engaging with all levels of Government, potential challenges for local decision making and reflections from Indigenous Directors on Boards of local community organisations / service providers;
- Consideration of existing local decision making practices across the region, where this already exists, key factors where these processes have worked well and/or hasn't worked well, the role played by Government and communities in each of these case studies;
- Understanding any key risks and learnings from previous experience; and
- Identifying who needs to be involved in the process going forward and any suggest next steps.

NT Government East Arnhem Regional Staff

25th July, 2.00pm – 3.00pm (Option 1) and 3.15pm – 4.15pm (Option 2)

Following the session for NT Government Senior Managers, 2 x 1 hour Information Sessions were held for NT Government East Arnhem regional staff. The purpose of these sessions was to provide an opportunity for NTG regional staff to be briefed on the NT Government's approach to local decision making policy implementation across the East Arnhem region.

For many of the attendees this was one of the first formal opportunity to discuss this topic and to seek clarification on the direction of the policy.

Bo Carne (Director, LDM Implementation) presented an overview of the development of the LDM policy and provided background information on the development of the LDM framework, Government resourcing and Project Control Group structure supporting implementation and examples of similar activities occurring in other parts of NT.

Johanna Ward (CEO, ARDS Aboriginal Corporation) provided a brief overview of the East Arnhem Region, including insights into traditional local decision making structures, challenges for local communities and Yolngu people engaging with all levels of Government, potential challenges for local decision making and reflections from Indigenous Directors on Boards of local community organisations / service providers.

Approximately 20 regional staff attended the Information Sessions.

East Arnhem Regional Service Providers & Community Organisations **27th July, 9.30am – 2.00pm**

The final workshop was held on 27th July for East Arnhem regional service providers and key Indigenous community organisations. 18 people attended the workshop, representing X organisations across the region, including:

ALPA
ARDS Aboriginal Corporation
Dhimurru Aboriginal Corporation
East Arnhem Regional Council
Gumatj Corporation
Laynhapuy Aboriginal Corporation
MEP
Miwatj Health
Rirratjingu Aboriginal Corporation
YBE
Aboriginal Peak Organisations of the Northern Territory
Marngarr Resource Centre Aboriginal Corporation

Representatives of the Department of the Chief Minister, Department of Housing and Community Development, Department of Trade, Business and Innovation and Department of Tourism and Culture also attended the workshop.

The agenda for this workshop focussed on providing background information for the NT Government's local decision making policy and to seek input from key regional service providers and Indigenous community organisations on key issues for consideration in shaping the implementation of the policy for the East Arnhem region.

Topics for discussion included the following:

- Background information and context for NTG approach to local decision making (presented by Bo Carne, Director -Local Decision Making, Department of the Chief Minister), including key focus areas, proposed models of engagement, and current case study of Wadeye Kardu Alliance;
- Overview of Aboriginal Peak Organisations of the Northern Territory (presented by Wes Miller, Program Manager for APONT) and their role in supporting the NT Government's LDM policy implementation, including supporting capacity development within Indigenous community organisations and service providers;
- Overview of East Arnhem Region, including insights into traditional local decision making structures, challenges for local communities and Yolngu people engaging with all levels of Government, potential challenges for local decision making and reflections from Indigenous Directors on Boards of local community organisations / service providers;
- Consideration of existing local decision making practices across the region, where this already exists, consideration of key factors where this type of process has worked well or hasn't worked well, and the role played by Government and communities in each of these case studies;
- Understanding any key risks and learnings from previous experiences;
- How land tenure arrangements are a key part of traditional owners making decisions about their land; and
- Identifying who needs to be involved in the process going forward and any suggested next steps.

3. Workshop Discussion & Outcomes

The following section provides a summary of key points and outcomes arising from discussions across the 2 days of workshops.

3.1 Introduction to NT Government's Local Decision Making Approach

A key session for each workshop was the presentation of an overview of the NT Government's LDM agenda and approach to implementation in the East Arnhem region.

Bo Carne (Director – Local Decision Making, Department of the Chief Minister) was in attendance for all four workshops to provide this presentation.

Key messages provided during each workshop included the following (ie. summary of key points taken directly from the presentation):

- During the 2016 elections the labour Government of the NT told communities that they would like to work towards the transfer of power back to Indigenous communities, including the development of local decision making policy and frameworks. This is a very clear commitment of Government and considered one of the three highest priorities.
- The aim of LDM is to deliver effective control of government service delivery to Aboriginal organizations with appropriate capacity and based on their aspirations;
- The LDM process is to be implemented across communities over a ten-year period;
- The NT Government recognise that building, supporting and investing in strong Aboriginal governance and leadership is necessary to ensure local people drive local solutions and Aboriginal organisations are supported. In devolving decision making the NT Government will be guided by the principles outlined in the APONT Principles.
- NT Government will work with APO NT and other interested parties to co-design appropriate consultation mechanisms and approaches. An Aboriginal Partner will bring both credibility and an Aboriginal led approach to this work.
- The Department of the Chief Minister will coordinate across relevant NTG departments to develop a Local Decision Making regional policy framework within which appropriate models, a rigorous quality framework, and mechanisms for recovery will be developed. This will see the Government, Aboriginal representative organisations and Aboriginal people working together on projects to have a greater say in the decisions and some cases service delivery:
 - ✓ Housing;
 - ✓ Local Government;
 - ✓ Education, Training and Jobs;
 - ✓ Health;
 - ✓ Children and Families; and
 - ✓ Law and Justice.
- Communities may wish to take up opportunities outside of these areas such as roads, transport, women's policy and sports and recreation services. The framework should be flexible enough to respond to community priorities that sit within the Northern Territory Government.
- A very clear roles and responsibilities contract will be drafted to manage process, milestones, timeframe and an escalation process. Not all communities will be ready at the same times to transition services across the range of portfolios contemplated. Some communities may already be on a pathway to local decision making and this work should continue.

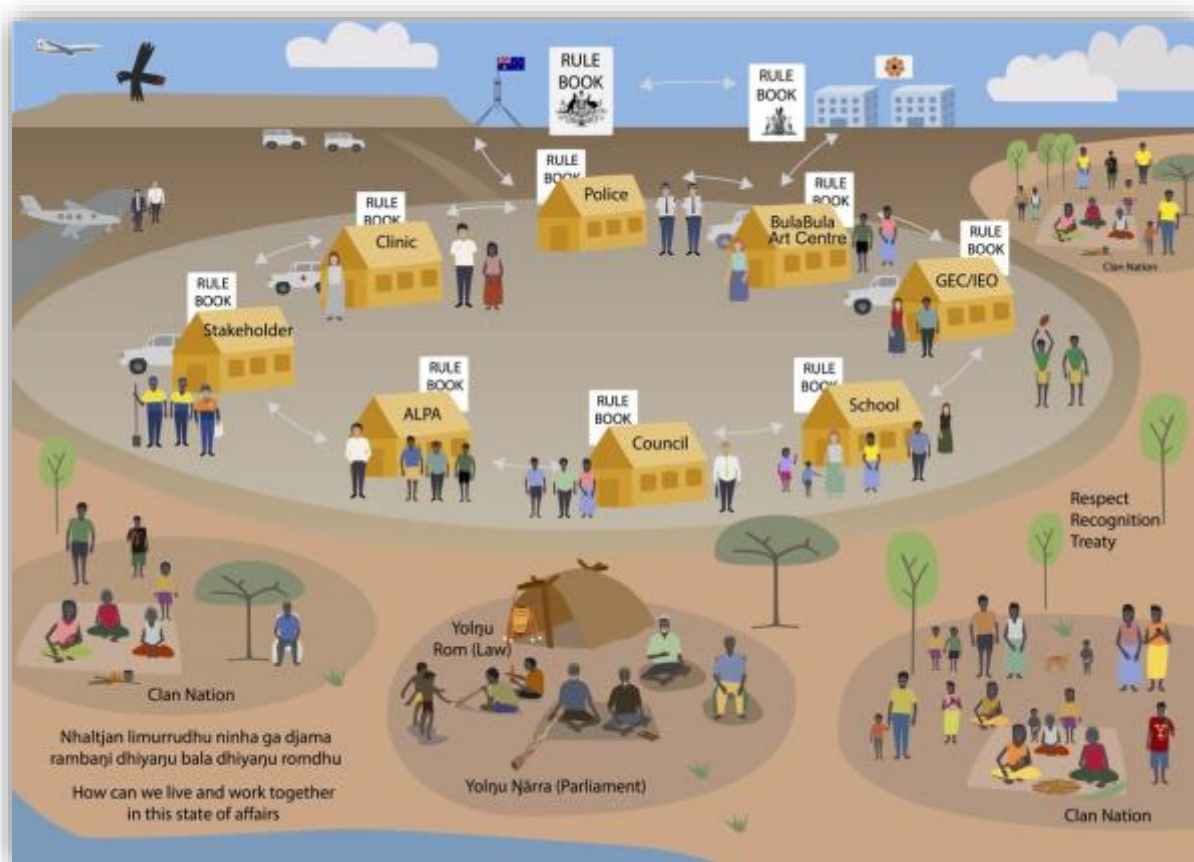
- Detailed mapping to identify what is already underway and communities and or organisations who have already started down this path will be collated to identify early movers and possible pilot locations and services.
- The NT Government is committed to local decision making and working with communities and people about how this may look and what it may mean for each community. It will need change to how Government thinks about service delivery and change to the way communities operate if they wish to take on greater responsibility.
- Government will support communities wishing to work with partners to ensure everyone is ready to work together. This will include Aboriginal organisations and people in the community because this will not work without strong community leadership and support.
- A key pillar of LDM will be ensuring that the governance group put up by a community is an appropriate representative group, is supported by community and has mechanisms to ensure broad community involvement where appropriate.
- It is also important that the governance group has broad support and understanding by the community, and that it is broadly representative.
- Some communities may already be on this journey while others will need to start from the beginning. NT Government will work together to help communities to fulfil their aspirations to move from 'government led' service delivery to 'Aboriginal-controlled' service delivery where appropriate and possible.
- The proposed framework allows a place based approach and partners government with community to design and implement LDM.
- It must also be recognised that not all communities can go at once. There will be early initial sites and a process put in place to ensure the NT Government doesn't make commitments we can't meet (manage expectations). This is a 10-year plan.
- There will be a process for several communities to be given the opportunity to be initial sites for the Local Decision Making approach. Information will go out to communities soon to explain the program and how communities can be involved.
- It is recognised that mistakes may be made along the journey and together the Government and communities will learn as we go forward.

3.2 East Arnhem Regional Context

Johanna Ward (ARDS Aboriginal Corporation CEO and Workshop Co-Facilitator) shared several insights into the East Arnhem regional context as it relates to local decision making processes, and facilitated discussion regarding local Aboriginal experiences with past Government led engagement processes and Yolngu traditional decision making practices that already exist and continue to be utilised in many communities today.

Below is a copy of a poster that was designed by Dhulumburrk Gaykamaru, the YNA Co-Convener, expressing his experience of how the Australian system of law works in his community of Ramingining... as seen on the Yolgnu Nations website.

With the permission on Dhulumburrk, this poster was used in the workshop session to reflect on current experiences and worldview of Yolngu peoples and consideration of important factors as the NT Government moves to engaging with local communities on the local decision making agenda.



3.3 East Arnhem LDM Case Studies

Both Government and Regional Service Provider representatives highlighted numerous examples of where LDM is already being implemented in communities throughout East Arnhem region. Whilst this has not specifically been a policy directive, it has already been recognised as an effective way for Government and Communities to work on developing local solutions for local issues.

Workshop attendees discussed examples of where LDM had previously worked well, where it hasn't worked well and also where it did not take place.

The following provides a list of some examples of case studies discussed in this part of the workshop.

Local decision making already **working well** to enhance service delivery:

- Response to VSA / AVGAS crisis
- Yurrwi water conservation trial
- ALPA Bukmak Construction, Room to Breathe housing works in Ramingining
- Money Management Program (pre-2014)
- Miwatj Clinics
- Fisheries community engagement to develop coastal licences

Local decision making **not working well and/or not utilised** in service delivery:

- CDEP – payment component
- Housing, lots of consultation with community via Housing Reference Group, however perception of Government not listening and making final decisions without consultation from Darwin
- Basics Card, no consultation, rolled out very quick, one-size-fits-all
- Money Management Program (post-2014)
- School & the Remote School Attendance Strategy



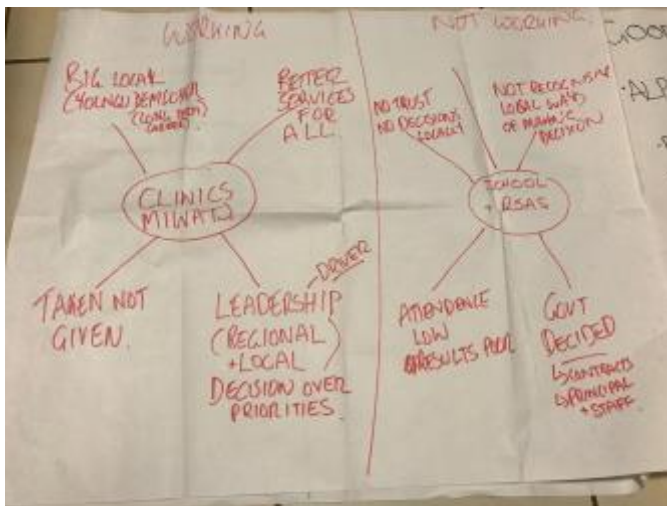
Photo 1: Regional Service Providers identifying and discussing the effectiveness of existing local decision making practices across East Arnhem region

3.4 Role of Government and Communities

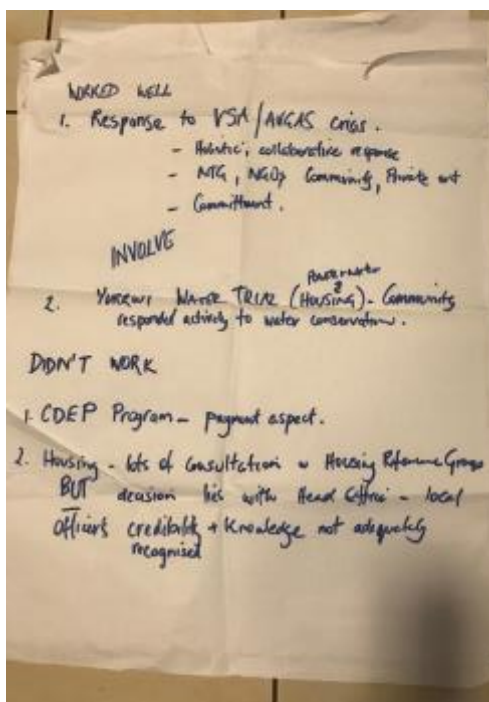
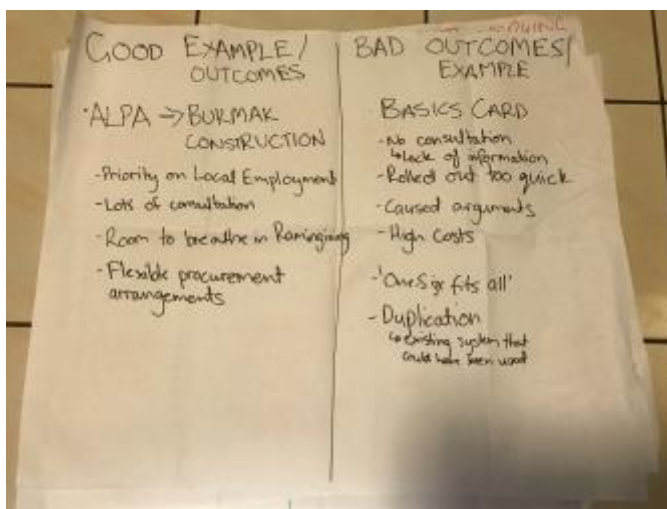
For local decision making to work, both Communities and the NT Government will likely need to undergo change and learn from past processes.

For each of the case studies listed in the previous section, workshop participants also considered the role of both Government and Communities and how these behaviours contributed towards either positive and/or negative outcomes. The following table summarises the responses from the workshops.

	NT Government	Communities
Positive LDM Outcomes <i>What types of behaviours were observed across Government and Communities when positive LDM outcomes were experienced?</i>	<ul style="list-style-type: none"> • Respectful relationships built over time; • Flexibility of funding programs and processes; • Adopting a partnership approach working together on common issues; • Not only focussed on \$\$ but also broader direct and indirect outcomes and community benefit; • Government personnel value the knowledge and expertise and input provided by the community; • Government has taken time to better understand and engage local decision makers and representatives through existing traditional decision making structures; • Developing project timeframes and actions that meet the needs of the community; • Principles embedded prior to commencing engagement; • Evidence of strong cultural competence within Government department; • Listening and then responding. 	<ul style="list-style-type: none"> • Positive and respectful ongoing relationships; • Community has taken the lead and assumed authority for a particular service delivery area; • Community and Government sitting at the table as equals; • Both Government and Communities with common issues and/or crisis to work through; • Community led decision making processes; • Language and translation support where required; • Yolngu employed and directly involved
Poor LDM Outcomes <i>What types of behaviours were observed across Government and Communities when poor LDM outcomes were experienced?</i>	<ul style="list-style-type: none"> • Short term approach and narrow vision; • Rigid policy and procedure driven approach; • Blanket “one-size-fits-all” approach; • Obstruction / blocking; • Overpromising; • Changing priorities and changes to approach with little to no notice or context of final decisions; • Little to no local input and/or consultation regarding service design and delivery options; • Constant change in Government personnel; • Pre-conceived ideas of community organisational skills and capacity; • Service providers from outside of community appointed with limited consultation and/or community input. 	<ul style="list-style-type: none"> • No sense of ownership and/or ability to influence decisions; • No active engagement and/or participation in decision making processes; • Existing traditional decision making organisations and/or processes not utilised; • Ineffective governance and leadership in place to deal with issues at community and regional levels (for specific service delivery areas); • Lack of understanding of Government policy and processes; • Confusion between State and Federal Government programs and services; • Poor capability and/or capacity in specific service delivery areas;



Examples of existing local decision making activities across East Arnhem region identified by workshop participants – including examples with both positive and negative outcomes.



4. Local Decision Making Implementation

4.1 Guiding Principles

Throughout each of the workshops, participants put forward several suggestions for consideration in the design and implementation of a local decision making approach across the East Arnhem region. Many of these suggestions were found to be common across both Government and community/service provider sessions.

Below is a summary list of the key points (not listed in any particular order of priority) put forward in these discussions:

- Aboriginal leaders and local communities are best placed to understand their community needs and priorities;
- Ensure appropriate community level involvement in the design, delivery and timeframes for LDM implementation;
- Important to acknowledge what is already working well and building on this success – community led models;
- The local decision making process should be looked at as a long-term approach – making decisions today that also consider the future aspirations of the community (just because a community is not ready right now does not mean they will never be ready);
- Acknowledgement that communities and their Aboriginal leadership are best placed to understand community needs and have ability to work with Government to develop and deliver local services that meet these needs;
- A recognition that each community is different... focus on local solutions for local priorities and not a one-size-fits-all approach;
- Recognition that for local decision making to be effective capability development needs to happen within Government (eg. understanding traditional community decision making structures, increasing cultural competence and considering alternative approach to fly-in/fly-out service delivery) and within community organisations (eg. effective governance and leadership, skills and service delivery capacity);
- Challenge pre-conceived ideas or perceptions of community capacity based on people's previous experiences – focus on community strengths and future opportunities;
- Effective use of Plain English and local languages where required to enhance effectiveness of Government communications;
- Government interagency coordination and collaboration prior to engagement to minimise potential confusion and/or conflicting programs and strategies, eg. Empowered Communities was raised as a potential issue if communications and engagement was not clear;
- Government investment decisions impacting delivery of services at a local level should include meaningful and respectful consultation with the community;
- Effective relationships and open two-way communication with community level decision making structures are seen to underpin all future discussions related to local decision making; and
- Acknowledgement that this work will be challenging but given the opportunity we can learn and continue to improve for the future.

4.2 Identified Risks

In looking forward towards the implementation of local decision making across East Arnhem region, workshop participants, from both Government and community, identified the following potential risks to the process:

- Government and community joint understanding of what service delivery elements are in and out of scope at the front end of the local decision making process;
- The relationship between Government and communities needs to be respectful, open and honest, working together as a partnership;
- Giving false expectations and capacity for community to respond will significantly impact on trust;
- Timing and potential loss of momentum, including moving too quickly without fully understanding how best to engage the community at a local level;
- Upfront process for ensuring appropriate assessment and engagement to understand community level interest and readiness is required to ensure complete buy-in by both Government and Communities;
- Change of Government and direction for policy;
- Local communities must be engaged early in the process, utilising effective cross-cultural communication strategies where appropriate, and play an ongoing role in shaping the local decision making process for their community;
- Unresolved differences between parallel processes or misalignment of policies across the three levels of government or service providers;
- Risk that without a robust and comprehensive capacity development framework and support for communities who do not have strong governance/organisations already in place will miss out or get left behind; and
- If existing organisations in communities are going to host or be a vehicle for LDM may require funding to assist with associated costs (administration, meeting costs etc.).

4.3 Who needs to be involved in next steps?

The workshops held in Nhulunbuy provided one of the first formal opportunities for NT Government and East Arnhem Regional Service Providers to discuss local decision making and the NT Government's policy agenda. It was suggested by workshop participants that effective local community engagement, via existing traditional community structures, in the earliest stages of the local decision making process is key to the successful implementation for the East Arnhem region.

Workshop attendees nominated the following as critical for involvement in the next steps:

- Traditional Owners, Clan Leaders, local community engagement;
- Identification of existing traditional decision making structures and conducting similar introductory workshops at the community level with these forums as soon as possible;
- Engagement with Yolngu Directors / Board Members of key regional service providers / Indigenous community organisations;
- Government at all levels to ensure collaboration and alignment prior to community engagement;
- Direct engagement with key regional service providers and/or Aboriginal community organisations unable to send representatives to these initial workshops.

4.4 Proposed Actions and Workshop Follow-up

Through the workshops there were several suggested actions identified by workshop participants as potential next steps for the local decision making process in the NE Arnhem region.

These actions are listed below for consideration and inclusion in the final report where appropriate.

Step	Action	Timeline	Responsibility
1	Follow-up engagement with East Arnhem LDM Workshop attendees to confirm point of contact for future East Arnhem LDM activities and seek any further specific feedback following workshop.	August 2017	NT Government, Department of the Chief Minister
2	Consider compilation of a high-level summary document prepared in Plain English that Regional Service Providers can use in sharing initial LDM information with their respective Boards.	September 2017	NT Government, Department of the Chief Minister
3	Follow-up engagement with NT Government departments and regional service providers who were unable to attend East Arnhem LDM Workshops and provide summary of workshop outcomes.	September 2017	NT Government, Department of the Chief Minister
4	Create an NT Government East Arnhem LDM Project Group, to share LDM progress across the region. Relevant service providers to be invited as required.	September 2017	NT Government, Department of the Chief Minister
5	Continue to identify and pursue short-term opportunities to involve East Arnhem Aboriginal community service providers in both the local decision making and delivery of community services.	Ongoing	NT Government Senior Managers / Regional Service Providers
6	Review existing NT Government LDM background communication materials and where possible provide translation into Plain English and/or Yolngu Matha ahead of community level discussions.	October 2017	NT Government, Department of the Chief Minister
7	Begin discussions on appropriate forums for engagement with communities, including accessing traditional decision making structures that already exist and/or are being utilised within East Arnhem communities. This can include clan level discussions if required/desired.	September to December 2017 and ongoing	NT Government, Department of the Chief Minister
8	Implement community engagement strategy, including commencement of community level workshop discussions on the LDM policy, implementation steps and role of Government and Communities.	October to December 2017	NT Government, Department of the Chief Minister

5. Acknowledgement

ARDS Aboriginal Corporation would like to thank the NT Government for the opportunity to facilitate the recent East Arnhem LDM Workshops held in Nhulunbuy. We understand that this is a very important step forward for the relationship between NE Arnhem communities and the NT Government.

6. Appendices

6.1 Appendix 1 – Workshop Agendas

See attached workshop agendas for the following sessions:

- NT Government Senior Managers
- NT Government Regional Staff
- East Arnhem Regional Service Providers

EAST ARNHEM LOCAL DECISION MAKING WORKSHOPS

Venue: **Department of the Prime Minister and Cabinet Conference Room**
Chesterfield Circuit, Nhulunbuy

AGENDA – NT GOVERNMENT SENIOR MANAGERS

DAY 1 – Tuesday, 25th July 2017

9.30am	Welcome & Introductions	Ben Laidlaw & Johanna Ward
9.10am	Opening Address & Workshop Overview	Jim Rogers & Bo Carne
9.20am	Implementing the NT Government Local Decision Making Policy	Bo Carne
9.50am	The East Arnhem Regional Context	Johanna Ward
10.15am	Group Discussion 1: Local Decision Making in East Arnhem Region <ul style="list-style-type: none">▪ Where does local decision making already exist?▪ How does this currently work? What are the key factors for success?▪ How can local decision making strengthen partnerships between the NT Government & East Arnhem communities – where are risks & opportunities?	Ben Laidlaw & Johanna Ward
11.00am	Morning Tea - Break	
11.15am	Group Discussion 2: Local Decision Making in East Arnhem Region <ul style="list-style-type: none">▪ How are key regional services currently delivered in East Arnhem?▪ What are the current roles of Government and Aboriginal Communities in delivering these services?▪ What would Government and Communities need to change along the way?	Ben Laidlaw & Johanna Ward
12.30pm	Lunch - Break	
1.00pm	Review of Key Messages & Workshop Outcomes	Ben Laidlaw & Johanna Ward
1.30pm	Wrap Up & Close	All

EAST ARNHEM LOCAL DECISION MAKING WORKSHOPS

**Venue: Department of the Prime Minister and Cabinet Conference Room
Chesterfield Circuit, Nhulunbuy**

AGENDA – NT GOVERNMENT EAST ARNHEM REGIONAL STAFF

Tuesday, 25th July 2017

All NT Government East Arnhem Regional staff are invited to select one of the following 1 hour Local Decision Making Information Sessions.

Session 1 - 2.00pm to 3.00pm

Session 2 - 3.15pm to 4.15pm

Each session will include the following topics for discussion:

- | | |
|--|----------------------------|
| 1. Welcome, Introductions & Information Session Overview | Ben Laidlaw & Johanna Ward |
| 2. Implementing the NT Government Local Decision Making Policy | Bo Carne & Jim Rogers |
| 3. The East Arnhem Regional Context | Johanna Ward |
| 4. Local Decision making in the East Arnhem Region | Ben Laidlaw & Johanna Ward |
| ▪ Where does local decision making already exist? | |
| ▪ How does this currently work? What are likely to be the key factors for success? | |
| ▪ Who needs to be involved in the process going forward? | |
| 5. Questions & Overview of Next Steps | Bo Carne & Jim Rogers |
| 6. Wrap-Up & Close | All |

EAST ARNHEM LOCAL DECISION MAKING WORKSHOPS

**Venue: Department of the Prime Minister and Cabinet Conference Room
Chesterfield Circuit, Nhulunbuy**

AGENDA – EAST ARNHEM REGIONAL SERVICE PROVIDERS

Thursday, 27th July 2017

9.30am	Welcome, Introductions & Workshop Overview	All
9.40am	Implementing the NT Government Local Decision Making Policy	Bo Carne & Jim Rogers
10.10am	APONT Aboriginal Governance & Management Program Overview	Wes Miller
10.25am	Facilitated Discussion - Local Decision Making in the East Arnhem Region	Ben Laidlaw & Johanna Ward
	<ul style="list-style-type: none"> ▪ Where does local decision making already happen in East Arnhem and in other parts of the NT? ▪ How does this currently work? What are the key factors for success? ▪ Where has this worked well and where has it not worked well? What can we learn from these experiences? 	
11.15am	Morning Tea – Break	
11.30am	What does Local Decision Making mean for the Government and for Communities?	
	<ul style="list-style-type: none"> ▪ How are key regional services currently delivered in East Arnhem? ▪ What are the current roles of Government and Aboriginal Communities in delivering these services? ▪ What would Government and Communities need to change along the way? 	
12.15pm	Facilitated Discussion – Looking Forward	Ben Laidlaw & Johanna Ward
	<ul style="list-style-type: none"> ▪ Are there any short-term opportunities for local decision making? ▪ What are the key activities to consider in developing a plan for next steps? ▪ What are the risks? ▪ What are the most important next steps for the community and NT Government? ▪ Who else needs to be engaged in the process? 	
1.00pm	Summary of Workshop Outcomes & Next Steps	Ben Laidlaw
1.15pm	Lunch - Break	All
1.45pm	Closing Comments & Close	All

6.2 Appendix 2 – Workshop Attendance List

NT Government Senior Managers



Ben Laidlaw (Facilitator)	ARDS Aboriginal Corporation
Jo Ward (Facilitator)	ARDS Aboriginal Corporation
Jim Rogers	Department of the Chief Minister
Bo Carne	Department of the Chief Minister
Jesse Fatnowna	Department of the Chief Minister
Shane Flanigan	Top End Health Service
Janine Bevis	Department of Housing and Community Development
Haidee Dentith	Department of Education
Daniel Whitfield-Jones	NT Police
Jessica Harris	Department of Housing and Community Development
Courtney Warr	Department of Housing and Community Development
Erin Quinlan	Department of Territory Families
Mandy Crow	NT Corrections
Teresa Holdsworth	Department of Trade, Business and Innovation
Anne Pearce	Department of Trade, Business and Innovation
Stephanie Hawkins	Department of Housing and Community Development
Marco Briceno	Top End Health Service
May Bury	Department of the Chief Minister
Danny Curtis	National Disability Insurance Agency (Commonwealth Government)
Shirley Shepherd	Department of the Prime Minister and Cabinet (Commonwealth Government)

East Arnhem Regional Service Providers



Community organisations and regional service providers represented at the East Arnhem LDM Workshop held in Nhulunbuy on 27th July included the following:

- ALPA
- ARDS Aboriginal Corporation
- Dhimurru Aboriginal Corporation
- East Arnhem Regional Council
- Gumatj Corporation
- Laynhapuy Aboriginal Corporation
- MEP
- Miwatj Health
- Rirratjingu Aboriginal Corporation
- YBE
- Aboriginal Peak Organisations of the Northern Territory
- Marngarr Resource Centre Aboriginal Corporation

6.3 Appendix 4 – Stakeholder Communications

The following information was provided as background information and workshop context for all invited participants.

East Arnhem Local Decision Making Workshops – 25th & 27th July 2017

Background Information

During the 2016 elections the Labour Government of the Northern Territory told communities that they would like to work towards the transfer of power back to Indigenous communities, including the development of local decision making policy and frameworks.

Some communities may already have some good examples of local decision making in practice, however for many communities playing a more active role in considering how services are delivered will likely be a big change for both the way Government and communities interact with one another in the future.

It is recognised that communities should play a key role in the local decision making process, working together with the NT Government, to better understand the role of local organisations to adopt an approach that can be effective across the region.

ARDS Aboriginal Corporation has been engaged by the NT Government to assist with facilitation for a series of initial workshops to be conducted in Nhulunbuy over 2 days. The workshops are to be held on the 25th & 27th July in Nhulunbuy with invitations provided to key community organisations, service providers and NT Government staff.

The overarching purpose of the workshops is to begin discussions around what the Government's LDM agenda could look like in practice and application in East Arnhem. It is important to note that this is the start of a journey and the NT Government envisage broader sessions held in communities to follow soon.

If you have any questions or require further information about the workshop, please email Johanna Ward on johanna.ward@ards.com.au, Ben Laidlaw on ben.laidlaw@ards.com.au or Jesse Fatnowna on jesse.fatnowna@nt.gov.au.

We look forward to working with the NT Government and regional service providers as you take this important step forward.

WORKSHOP DETAILS – NT GOVERNMENT WORKSHOP SESSIONS, 25th JULY 2017

Date: Tuesday 25th July, 2017

Times: **Morning Session**

9.30am – 1.30pm

(DCM Managers & Nhulunbuy Based NTPS Managers)

Afternoon Sessions

2.00pm – 3.00pm

(Option 1: Open to All East Arnhem NT Government Staff)

3.15pm – 4.15pm

(Option 2: Open to All East Arnhem NT Government Staff)

Venue: Department of the Prime Minister and Cabinet Conference Room
Chesterfield Circuit, Nhulunbuy

RSVP: Please confirm the names of people representing your organisation by email to Melissa.muller@nt.gov.au no later than Wednesday 19th July 2017 so that we can send around a full list of attendees prior to the workshop.

Morning Tea and Lunch will be provided

WORKSHOP DETAILS – REGIONAL SERVICE PROVIDERS WORKSHOP, 27th JULY 2017

Date: Thursday 27th July, 2017

Times: 9.30am – 2.00pm

Venue: Department of the Prime Minister and Cabinet Conference Room
Chesterfield Circuit, Nhulunbuy

Attendance: Representatives from the following invited regional services providers:

ALPA
ARDS Aboriginal Corporation
Buku-Larrnggay Mulka Centre
Department of Prime Minister & Cabinet (PMC)
Dhimurru Aboriginal Corporation
East Arnhem Regional Council
Gumatj Aboriginal Corporation
Lirrwi Tourism
Laynhapuy Aboriginal Corporation
Marthakal
MEP
Miwatj Health
MOPRA
Northern Land Council
Rirratjingu Aboriginal Corporation
YBE
Yothu Yindi Foundation

NT Government Representatives

RSVP: Please confirm the names of people representing your organisation by email to Melissa.muller@nt.gov.au no later than Friday 21st July 2017 so that we can send around a full list of attendees prior to the workshop.

Morning Tea and Lunch will be provided

