

Murdi Paaki Council of Australian Governments' Trial - Shared Responsibility Agreements (SRA)

SRAs (date signed)	Description of SRA	Status of SRA
Regional SRAs		
Regional Priorities (24 August 2003)	Through this SRA, trial partners recognised the agreed regional priorities for the Murdi Paaki COAG trial.	<u>SRA complete.</u> The regional priorities identified through the SRA have been incorporated within the Murdi Paaki Regional Action Plan, developed by the Murdi Paaki Regional Assembly to provide strategic direction for the region.
Administrative Support (3 December 2004)	This SRA provided administrative support for the Murdi Paaki Community Working Parties (CWPs).	<u>SRA complete.</u> All 16 CWPs were provided the option of engaging an Administrative Support Officer, with 14 CWPs having an officer engaged in during the trial. Through the project a number of the Administration Support Officers completed TAFE certificates and went on to further employment.
Information Technology and Support (3 December 2004)	Through this SRA, IT hardware and software, as well as IT training and support was provided to the Murdi Paaki CWPs.	<u>SRA complete.</u> IT equipment and relevant training was provided to support the work of the each of the CWP Administrative Support Officers.
Regional Air Cooling (6 April 2005)	This SRA provided installation of evaporative air cooling units in a number of communities with community owned housing. The project incorporates training for local Indigenous people in fabrication and maintenance of the units.	<u>SRA ongoing</u> The following communities have benefited to date as a result of this SRA: Ivanhoe; Collarenebri; Lightning Ridge; Brewarrina; Goodooga and Enngonia. The community of Menindee is the last community to benefit from the initiative. With the installation of units in Menindee stage one of this SRA will be completed.
Regional Assembly (1 August 2005)	This SRA formally recognised the Murdi Paaki Regional Assembly (MPRA) as the principal regional structure in the Murdi Paaki region following the cessation of the ATSIC Murdi Paaki Regional Council.	<u>SRA complete.</u> Funding was provided to support the operation of the MPRA for the life of the Trial.
Murdi Paaki Partnership Project (26 October 2005)	This regional SRA formally launched the Australian and NSW Governments' Murdi Paaki Partnership Project. Through the Project, full time (or equivalent) Community Facilitators were employed to work, with two communities, to provide technical and professional support to the 16 major Indigenous communities in the Murdi Paaki region.	<u>SRA ongoing.</u> Community Facilitators have been engaged to support the 16 communities involved in the COAG Trial, 11 facilitators are currently in place.

Regional Assembly Operational and Administration Support (25 June 2007)	This SRA provided MPRA members with: support to travel to attend Assembly meetings; and administration support for the MPRA and the 16 Community Working Parties.	<u>SRA complete.</u> Through this SRA members of the Murdi Paaki Regional Assembly have been supported, through reimbursement of associated travel costs, to attend Assembly meetings. The Regional Assembly and each of the 16 CWPS has also been provided with administration support for the duration of the trial.
Murdi Paaki Aboriginal Young Leaders Project (25 June 2007)	Through this SRA young Aboriginal people in the Murdi Paaki region have the opportunity to increase their knowledge of community governance and enhance their leadership skills.	<u>SRA ongoing.</u> Funding has been provided to enable the participation of young Aboriginal people from across the Murdi Paaki region in a community project, as well as leadership workshops and excursions both within region and interstate, to develop their leadership skills.
Local Community SRAs		
Bourke		
Bourke Community Assistance Patrol (3 December 2004)	The Bourke Community Assistance Patrol (CAP) works with ‘at risk people’ on the streets of Bourke at night, and provides transport to a safe, non-threatening environment.	<u>SRA complete</u> The Patrol has been operating successful since the signing of the SRA. As well as providing safe transport to at risk people, the initiative also provides employment and training to Patrol operators.
Bourke Education and Training Project (3 December 2004)	This project examines and implements flexible, innovative approaches to the use of existing resources, to improve educational outcomes (including attendance, retention and attainment) of children and young people, and re-engage them in learning opportunities in the Bourke area.	<u>SRA ongoing.</u> This project is ongoing and continues to develop as the school and the local Aboriginal CWP work together to improve educational outcomes through developing flexible and innovative approaches.
Bourke Preschool (November 2006)	The provision of funds to support the operation of the Bourke PEOC Preschool for a period of three months to allow time for the Preschool to acquire alternative funding sources.	<u>SRA complete.</u> The Preschool remains open and operating efficiently. The Preschool has joined with other local early childhood services to ensure ongoing viability of the organisation.
Bourke Yaamma Festival (2 November 2005)	To support the 2005 and 2006 Bourke Yaamma Festivals.	<u>SRA complete.</u> The Festivals were a key feature of the Bourke CWP Community Action Plan, with each of the five day festivals highlighting particular aspects of the community plan.
Brewarrina		
Brewarrina Re-engaging Indigenous Youth (3 December 2004)	To improve educational outcomes, including attendance, retention and attainment, and improve the health and well being of children and young people by investigating and subsequently implementing educational reform.	<u>SRA complete.</u> Final report on the outcomes of this SRA will be provided to the department mid 2008.

<p>Brewarrina Aboriginal Women's Homemaker Program</p> <p>(6 April 2005)</p>	<p>To empower the Aboriginal women of Brewarrina and contribute to the overall wellbeing of the Brewarrina community by:</p> <ul style="list-style-type: none"> • improving the homemaking skills of the Aboriginal women by enabling them to make items for their homes; • providing a support network; • providing assistance to operate the local public school canteen with the focus on nutritional food; • eventual development of an Arts and Crafts business; and • providing training through TAFE. 	<p><u>SRA complete.</u></p> <p>The Homemakers program operated in 2005 as outlined in the SRA. The initiative provided skills and training development, and supportive networks for the Aboriginal women of the community, as well as the operation of a canteen at the local school.</p>
<p>Brewarrina Community Bus</p> <p>(August 2005)</p>	<p>This SRA provides for the purchase of a small bus for use by community groups.</p>	<p><u>SRA completed.</u></p> <p>The bus has been purchased for the use of the community.</p>
<p>Brewarrina Community Parks</p> <p>(August 2005)</p>	<p>This SRA provides for the development of community parks in Brewarrina, which was local priority for the community.</p>	<p><u>SRA complete.</u></p> <p>The Brewarrina community parks have been providing a enjoyable space for families and the broader community activities.</p>
<p>Brewarrina Business Centre</p> <p>(September 2006)</p>	<p>This SRA provides funding towards the operational cost of the Brewarrina Business Centre (BBC). The BBC provides a basis for the community to have a local management and administration service operating at a professional level. The structure of the BBC also provides an ongoing pathway for the training, skilling and employment of local Aboriginal people.</p>	<p><u>SRA complete.</u> BBC continues to operate and provide necessary financial management and administrative support to local Indigenous organisations.</p>
<p>Brewarrina Air Cooling</p> <p>(24 October 2007)</p>	<p>Under the SRA, the community of Brewarrina conducted a stock take and had air cooling units installed in identified community controlled housing stock.</p>	<p><u>SRA complete.</u> Following a stock take of the community needs, conducted by the Murdi Paaki Regional Housing Corporation, one home in Brewarrina was identified as requiring an air cooling unit, This unit has now been installed.</p>
Enngonia		
<p>Enngonia Distance Education Outreach Programme</p> <p>(6 April 2005)</p>	<p>This SRA provides education through an outreach program to students who may otherwise not receive one as a result of lack of access to education locally.</p>	<p><u>SRA complete.</u> The outreach program provided students with the access to secondary educational opportunities they otherwise might not have been able to access.</p>
<p>Enngonia Air Cooling</p> <p>(June 2007)</p>	<p>Under the SRA, the community of Ivanhoe had air cooling units installed in community controlled housing stock.</p>	<p><u>SRA complete.</u> 17 air cooling units have been installed in community houses.</p>

Enngonia Sporting Complex (June 2007)	Under this SRA, Enngonia sporting complex was redeveloped.	<u>SRA in progress.</u> Appropriate approvals to commence work have been sought, with earth works expected to commence shortly. Training in landscaping practices relevant to the oval upgrading has commenced.
Ivanhoe		
Ivanhoe Evaporative Cooling (26 October 2005)	Under the SRA, the community of Ivanhoe had air cooling units installed in community controlled housing stock.	<u>SRA complete.</u> 16 air cooling units have been installed in community houses.
Collarenebri		
Collarenebri Evaporative Cooling (19 April 2006)	Under the SRA, the community of Collarenebri had air cooling units installed in community controlled housing stock.	<u>SRA complete.</u> 8 air cooling units have now been installed in community houses.
Collarenebri Aboriginal Cemetery Refurb Project (19 April 2007)	Restoration of the Collarenebri Aboriginal Cemetery to enable significant cultural practices to continue and the provision of facilities and resources to promote and enhance access by the wider community to the cemetery.	<u>SRA in progress.</u> The Local Aboriginal Lands Council is currently purchasing land adjacent to the Aboriginal Cemetery which will enable the refurbishment to be completed.
Lightning Ridge		
Lightning Ridge Evaporate Cooling (19 April 2006)	Under the local SRA, the community of Lightning Ridge had air cooling units installed in community controlled housing stock.	<u>SRA complete.</u> 8 air cooling units have been installed in community houses.
Goodooga		
Goodooga Youth and Community Centre (June 2007)	This SRA will provides the community of Goodooga with a new Youth and Community Centre.	<u>SRA complete.</u> The Centre has been completed and is now operating, offering the township of Goodooga youth and community services and facilities.
Goodooga Evaporate Cooling	Under the local SRA, the community of Goodooga will have air cooling units installed in community controlled housing stock.	<u>SRA complete.</u> 28 air cooling units have now been installed in community houses.
Gulargambone		
Gulargambone Youth Centre (25 June 2007)	This SRA will build a new Youth Centre in the community of Gulargambone.	<u>SRA in progress.</u> A pre-fabricated building has been delivered and is currently being construct.
Weilmoringle		
Weilmoringle Community Pool (25 June 2007)	Under this SRA the community of Weilmoringle will be provided with a community pool.	While construction of the pool is ongoing, 22 community members have now been training in either Senior Fist Aid or Bronze Medallion training.
Total SRAs 29	8 Regional and 21 Local SRAs	

MURDI PAAKI COAG TRIAL



COMMUNITY WORKING PARTY GOVERNANCE WORKSHOP and SHARING CIRCLE

REPORT

Bourke, NSW

14-16 November 2006

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Introduction

The Murdi Paaki Region Community Governance Workshop held in Bourke from the 14-16 November 2006 was attended by delegates representing Community Working Parties (CWPs) throughout the Murdi Paaki region of NSW. Communities represented at the workshop and sharing circle included:

- Bourke
- Brewarrina
- Broken Hill
- Collarenebri
- Cobar
- Coonamble
- Dareton / Wentworth
- Enngonia
- Goodooga
- Gulargambone
- Lightning Ridge
- Walgett
- Wilcannia

The workshop was also attended by representatives of the Murdi Paaki Trial Steering Committee and by the COAG Action Team. Also in attendance were local, state and national representatives of government agencies including the Office of Indigenous Policy Coordination (OIPC); regional Indigenous Coordination Centres (ICCs); the NSW Department of Aboriginal Affairs (DAA); the Department of Education, Science and Training (DEST); the NSW Department of Education and Training (DET); and the NSW Attorney General's Department (AGD). Sue Matthews, Vice President of the NSW AECG also attended the workshop.

The workshop was facilitated by Dr Bob Morgan with the assistance of Dr Pat Cavanagh.

A number of local and visiting observers also attended the workshop and sharing circle.

Day 1 Monday 14 November 2006

Welcome to Country

Mr Phillip Sullivan from the Bourke CWP welcomed delegates to country. After requesting a minute's silence in memory of a recently deceased member of the community Mr Sullivan challenged delegates to consider the meaning of their attendance at the workshop and what they hoped to gain from it. He suggested that collectively they represented a gathering of "*many families but one mob*" and that the issues they would consider during the workshop were of major significance to their communities. Mr Sullivan advised that the best way to address these issues was to focus on *the present* for there was nothing they could do to change *the past* and the problems of *the future* were yet to reveal themselves.

Workshop Aims and Objectives

The agenda for the workshop was then outlined by Dr Morgan, the workshop facilitator. A copy of the Agenda is included in **Appendix 2** but Dr Morgan summarised the three principal aims of the workshop as being:

1. To reflect on the progress of each CWP in adopting and adapting to the government's "*new way of doing business*" to address the core issues of primary concern to each community.
2. To place the issues of concern to each community in a historical context by determining *where we've been, where we are now and where we would like to be in several years' time*.
3. To examine and define the role of Shared Responsibility Agreements (SRAs) which are a significant new instrument in the government's *new way of doing business*, implementing policy and achieving outcomes in Aboriginal affairs.

Dr Morgan suggested that there was a lesson to be learnt in the theme of the Paul Kelly / Kev Carmody song, *From Little Things Big Things Grow*. He asked delegates to consider this while he presented a video clip of the song.

Dr Morgan then invited representatives from each CWP to present reports on issues and developments in their communities.

Community Working Party Presentations: Our Vision, Our Future

Bourke CWP



Mr Alister Ferguson reported on behalf of the Bourke CWP. He acknowledged the support of DET and its local officers in achieving some progress in addressing educational issues in Bourke. In particular Mr Ferguson praised the anticipated introduction of the local Wangkamurra language into the high school's program in 2007 and the employment by DET of two local community people to assist with this. He anticipated that other

languages from the region, Barkinji and Ngemba, would be introduced when suitable resources were developed.

The principal focus of the Bourke CWP's Community Action Plan (CAP) is on youth issues with 5 principal priorities identified:

1. Education and training;
2. Community development and employment
3. Leadership training;
4. Family issues; and
5. Safety.

There has been some progress and achievements to date including;

- ◆ The establishment of a youth forum to give young people in Bourke a voice and foster the development of their leadership skills;
- ◆ The formation of a Community Drug Action Team;
- ◆ The development of a *Youth Offenders' Strategy*; and
- ◆ The staging of another successful Yaamma Festival

These initiatives have demonstrated the willingness of young people to be part of the *solution* rather than being identified as the *cause* of community problems. The Yaama Festival in particular was nominated for a Regional Development Award and, while it was being staged, the reported incidence of crime in Bourke dropped to zero.

Mr Ferguson noted that the establishment of the CWP and its development of a Community Action Plan (CAP) had been significant in

improving dialogue between the community and government agencies. The CWP was continuing to foster this improvement in dialogue by establishing sub committees responsible for each of the priorities that had been identified.

However, he concluded by highlighting the demands of time and work that involvement in the CWP placed on community members and criticised the inadequate resourcing of the CWPs. He particularly noted the effect of CWP work on the principal employment of CWP delegates and commented that CWP work could often only be sustained by the goodwill of the principal employer.

Brewarrina CWP

The report from Brewarrina was provided by Ms Jenny Barker, Chairperson of the Ngemba CWP.

After acknowledging *country and our people* Ms Barker noted three key achievements and three primary challenges at Brewarrina.



Three Key Achievements

1. The establishment of the Brewarrina Business Centre (BBC) has resulted in training in effective financial management for Aboriginal organisations. The BBC also provides training in fiscal accountability and advice on governance and asset management. The CWP is grateful for the whole of government approach that made this happen.
2. Community enterprise development is in progress and there is support from the entire community including local business, tour operators and landowners. The CWP is confident of continuing progress in community development.
3. Positive employment outcomes have included:
 - ✚ 9 fully trained and qualified apprentices since the initiation of the ACDP (from which the CWP developed) 7 years ago;
 - ✚ 8 Aboriginal trainees on the Brewarrina Shire Council though this program has recently been jeopardised by the Council; and
 - ✚ 4 trainees from the CWP's Shearing School employed by local contractors.

Additionally, several agencies including DoCS, DET, the NSW Fire Brigade, the Greater Western Area Health Service (GWAHS) and the Attorney General's Department are increasingly recognising the need to increase employment opportunities for Aboriginal people

Three Main Challenges

1. The principal challenge is the continuation of a *mission manager mentality*.
It is extremely important that the voluntary work and commitment of community members in the CWP be appropriately recognised. It is also important that government agencies fully support the CWP when there is a need for *tough decisions - tears only require tissues; not the reversal of decisions!* Without genuine cooperation and support there can be no COAG.
2. Another challenge is the *poison of undermining* CWP decisions when some sections of the community disagree with those decisions. Public figures and public servants must be careful to avoid participation in these undermining processes.
3. There are also challenges from within the community. The Commonwealth must accept decisions on community membership and not *keep coming back to us and asking us to reconsider*. The Ngemba CWP *value respect, honour, integrity, ethics standards, ideals and partnerships* and will insist on maintaining these

In conclusion Ms Barker reported that the CWP remained excited and optimistic about future community developments at Brewarrina. It continued to be *committed to self determination and, more importantly the survival of the whole of our community – Aboriginal and non Aboriginal – because we believe that the only way forward is “Two Ways Together”*.

Broken Hill CWP

The report from the Broken Hill CWP was provided by Mr Richard Weston who identified employment and education as the two principal priorities in its CAP.

An employment strategy is currently being developed and significant dialogue has been established with local school principals. The CWP regards progress in education as extremely important as it is the key to community development over the next 10 years.

Another positive development reported by Mr Weston was the increasing numbers of young people attending CWP meetings.

Mr Weston acknowledged the support of Louise Bye and Mark de Weerd from the COAG Action team and particularly acknowledged the support for the CWP from Joe Flick and Pauline Henry.

However, Mr Weston concluded by endorsing comments of other delegates concerned by the inadequate resourcing of the CWPs and the excessive workloads placed on those involved.

Cobar CWP

Cobar CWP Chairperson, Joan Evans, delivered its report.

The Cobar CWP is continuing the ongoing development and implementation of its CAP. In particular it is attempting to change attitudes and develop partnerships that address issues in 4 priority areas:

- ◆ Housing
- ◆ Employment
- ◆ Health
- ◆ Youth

There are also a range of youth issues that need to be addressed and it is hoped that the Murdi Paaki Aboriginal Youth Leadership Program that has commenced will provide young people with more of a voice in the Cobar community and forums like the CWP.

Achievements in 2007 included the development of *great partnerships and programs* in Cobar's schools and the two new principals have been *positive, helpful and committed*.

It is hoped that Cobar's CWP will be able to work in partnership with the GWAHS to address the gaps in health services particularly in relation to mental health. There is also a great need for programs to address domestic violence in Cobar.

Coonamble CWP

Mr John Gordon reported for the Coonamble CWP and indicated that issues being considered in the development of the Coonamble CWP included:

- Education
- Housing
- Racism
- Drug and alcohol issues
- Domestic violence
- Heritage and cultural issues
- Employment

A significant achievement to date has been the development of a Youth Leadership Program.

Enngonia CWP

Ms. Anjali Palmer presented a PowerPoint presentation on the development of several projects as part of Enngonia's CAP including:

- *The largest walkway project*
- House renovations, repairs and extensions
- Improvements to the water supply
- The establishment of a recreation area

Goodooga CWP

The report of the Goodooga CWP was jointly presented by Mr Ron Mason and Mr Tom Stanton who began by reporting that the Goodooga CWP had been refreshed in September.



Achievements of the CWP in the previous year include:

- ◆ The development of a shared responsibility agreement for the provision of air conditioning units to houses in Goodooga. The actual signing of this agreement was to take place later in this meeting.
- ◆ The opening of a *Healthy Canteen* at Goodooga Central School that was providing healthy lunches and afternoon teas to school students and community members.
- ◆ A works program by the ACDP that had completed new entrance signs to Goodooga; new parks and gardens in the town; the planting of trees on the Cemetery road; and drainage and storm water works.
- ◆ Partnerships related to the ACDP projects have resulted in full time work for 10 people.
- ◆ The launch of the *Magpie Flash*, a Goodooga Community Newsletter that is providing positive stories and information to the community.
- ◆ The holding of monthly *Women's Gatherings* which have completed planning for a family fun day to be held later in November.

Priorities for 2007 were listed as:

- * Securing funding to replant the greens at the Bowling Club and make it operational again;
- * Securing funding for the VET Centre with a view to developing partnerships with agencies such as DET or DEST;
- * Building a Youth Centre and Community Room;
- * A Carols by Candlelight Ceremony at Doreen Peters Park – the first official event at that venue;
- * Continuation of the Women’s Gatherings;
- * Engaging the Women’s Gatherings and the Men’s Health Group in the school’s *Journey to Respect* Program;
- * Promoting health programs particularly health checks and mental health; and
- * Developing a Youth Leadership Program

Mr Mason and Mr Stanton acknowledged supporters of the various programs in Goodooga and expressed the hope that all aspects of the CAP would be achieved in 10 year’s time.

Gulargambone CWP

The Gulargambone CWP report was presented by Ms Leanne McEwen who reported that the CWP there was building on the human resources already present in the community. In particular, the CWP was providing community governance training to help the community become more confident and more assertive. The CWP was also encouraging greater acceptance of community responsibility and emphasising the importance of fairness and transparency in all its dealings.



A major achievement in 2006 was the successful staging of the community’s NAIDOC celebrations. All members of the Gulargambone Aboriginal community were invited to these celebrations and the opportunity was used to acknowledge all elders. Key elements of the celebrations were the painting of signed handprints on the walls of the CDEP; a historical project on the old mission; and a successful community lunch.

Priorities identified for 2007 include the development of the CAP and the consolidation of the Youth Strategy that has already been developed.

Like other delegates Ms McEwen also commented on the excessive workload being suffered by those on the CWP and the inadequate resources provided to assist their work.

Ivanhoe CWP

Megan Prowse reported for the Ivanhoe CWP and began by advising that the CWP was being refreshed in November. Priorities incorporated into the Ivanhoe CAP include the development of a bush tucker market garden; horticultural courses at the local TAFE to support this; and the involvement of the community in a range of possible youth activities.

Menindee CWP

Though there were no delegates present from Menindee Dr Morgan gave a brief report based on his recent visit there. He noted in particular the significant role of women in the leadership of the CWP at Menindee. He also noted the remarkable achievement of 5 students completing their HSC this year.

Lightning Ridge CWP



Ms Rebel Black, Community Facilitator, reported the following achievements and priorities for the Lightning Ridge CWP:

Achievements

- ◆ The completion of SRAs that will result in the installing of air conditioning units in 9 Barrickneal houses before Christmas.
- ◆ ACDP housing projects that have resulted in the completion of 2 new houses; contracts for the building of another 3; and major renovations to another 2.
- ◆ The employment of 11 trainees in the ACDP program with 3 of these progressing to full time apprenticeships.
- ◆ The establishment of an Early Childhood Action Plan which meets monthly and involves all service providers. Cooperative projects that have come out of this group includes the development of marketing material for all providers.
- ◆ A range of preschool projects resulted in the securing of \$13000 from DEST to allow the preschool to comply with all DOCS requirements. A further \$8250 was secured to enable the

development of a Preschool Business Plan. A further submission has been lodged with DOCS to gain operational and fee relief for 2007.

Priorities for 2007

- ✚ Negotiation of partnerships to allow the preschool to be housed in new premises and to secure more adequate core funding
- ✚ Continued support for the Early Childhood Action Group
- ✚ An auditing of service delivery through community forums on housing, health, employment, economic development and youth.
- ✚ The development of community strategies and action plans.
- ✚ Development of a Youth Leadership Program and youth activities.
- ✚ Development of a Cultural Centre.
- ✚ CWP to be refreshed.

Weilmoringle CWP

Mr Roger Hartnett and Mr Bill Palmer reported on the achievements and priorities of the CWP at Weilmoringle.



Achievements

- ◆ 5 new flats have been developed by the ACDP program
 - ◆ The sealing of 40 kilometres of gravel road in a joint project with Brewarrina Shire Council.
 - ◆ Connection of 3 new water tanks to bore water to complete the town's water supply.
 - ◆ Landscaping of the main street and other community areas.
 - ◆ Development of a small market garden
-
- ◆ Commencement of an air conditioning project.
 - ◆ Commencement of a language program at the school

Priorities

The CWP hopes to consolidate these achievements in 2007 when the main priorities are improving employment and health in the community.

A particular goal is the promotion of healthy lifestyles in the community and good dialogue on this priority has developed with the GWAHS. A possible future project is the building of a swimming pool so as to encourage exercise to counter diabetes and asthma illnesses.

Dareton / Wentworth CWP

In giving the Dareton CWP report Ms Jenny Sinclair reported that, though the CAP is an evolving document three major priorities could be identified:

1. Education;
2. Health; and
3. Combating Domestic Violence

Achievements

- ◆ Good communications have been established with the local principals and an information sharing session between the principals and the CWP is being planned
- ◆ However, even though a language program at the schools is a high priority for the community, plans to introduce a language program at the school have been dropped because there is no community language teacher.
- ◆ Dialogue with the Wentworth Shire Council is also improving and it is hoped that the CWP person will be given a seat on one of the Council's committees.
- ◆ There has also been a degree of progress towards identifying youth leaders in the community.
- ◆ A program for Elders working with young boys is evolving.

Priorities

- Improved communication through the development of a newsletter and, later, a community radio.
- The implementation of youth programs (including Journey to Respect) for young offenders and potential offenders
- The extension of the Elders working with youth program to females
- The implementation of the AFL sponsored Kick Start program in February 2007.

Wilcannia CWP

Mr William Bates began his report on the Wilcannia CWP by noting that ensuring an effective water supply was naturally a concern of all CWPs in the Murdi Paaki Region.

Mr Bates also expressed some concern as to whether the COAG trial in self governance was yet working effectively. He questioned the need

for SRAs for services that should be regarded as the normal citizenship rights of all Australians. He also raised his concern at what might happen to service delivery and the concept of self governance following the completion of the COAG trial.

Achievements

Achievements of the Wilcannia CWP listed by Mr Bates included:



- ◆ Partnerships with local government to provide horticultural and tourist programs
- ◆ The renovation of the old Post Office and the reopening of the caravan park as tourist projects.
- ◆ The provision by NPWS of courses for Aboriginal people to train as tourist guides in the Paroo-Darling National Park.
- ◆ The reopening of the community radio station with a link to CAAMA radio in Alice Springs.
- ◆ The development of a

local reconciliation park in conjunction with the reconciliation park in Canberra which features boulders transported from Wilcannia.

Mr Bates concluded by noting the work overload and the continued expectation of government agencies that the CWP and other community groups should provide consultative services free of charge. He indicated that the Wilcannia CWP was considering invoicing government agencies for their services in future.

NOTE: The final two reports from the Walgett and Collarenebri CWPs were not delivered in this session but in the final session on Thursday 16 November.
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Walgett CWP

Mr George Fernando, the Chairperson of the Walgett CWP, reported that a CAP had been developed there and that the CWP had undertaken several refreshers. However, he was concerned about the commitment to the COAG trial of government agencies in Walgett.

As a result he gave notice that he was convening a special meeting of the CWP in Walgett on the 30 November and that he expected the attendance of Dr Wendy Jarvie from DEST, Mr Trevor Fletcher from DET and a senior representative from DOCS at that meeting.

Collarenebri CWP

The report of the Collarenebri CWP was provided by its Chairperson Mr Norman Hall who reported that 42 houses had been upgraded as part of the renovation and maintenance program of the ACDP with another 5 yet to be completed. This project included the employment of 5 trainees who are going well. As well a landscaping project has been developed in the community.

Priorities for 2007 include:

- * Employment and training programs.
- * The Mangankali Enterprise project.
- * The establishment of a bakery in Collarenebri.
- * A cemetery improvement project.

Signing of Goodooga Air Cooling Shared Responsibility Agreement



The workshop suspended business to witness the signing of the Goodooga Air Cooling Shared Responsibility Agreement.

This is the 19th SRA negotiated in the Murdi Paaki region and will result in the installation of 32 air conditioning units in homes in Goodooga. The signatories to the agreement were Mr Tom Stanton representing the Goodooga CWP; Mr Trevor Fletcher representing the NSW DET; and Mr Tony Greer representing DEST.

Mr Stanton said that it was an important SRA for the Goodooga community. Mr Fletcher and Mr Greer also emphasised that the agreement would also secure ongoing employment opportunities and training in the installation and maintenance of the units over the next 12 months.

Murdi Paaki COAG Trial Steering Committee Report

When the workshop resumed Dr Morgan invited the Murdi Paaki COAG Trial Steering Committee to give their reports and respond to issues raised in the CWP. Reports were delivered by the representatives of the two lead agencies in the trial, Mr Trevor Fletcher (NSW DET) and Mr Tony Greer (DEST) as well as by Mr Sam Jeffries, the Chairperson of the Murdi Paaki Regional Assembly.



Mr Trevor Fletcher, Deputy Director General, NSW DET

After acknowledging the traditional owners of the land, Mr Fletcher reported that he was pleased with the focus on education in many of the CWP reports that had been delivered in the previous session. He also noted that he was impressed with outstanding projects that he had observed been delivered to Aboriginal students in Bourke High School. He was also pleased at the increased retention of teachers in the school who were motivated to stay partly because of the existence of these programs. Mr Fletcher suggested that these developments are an indication of both schools and community benefiting

from the partnerships they were establishing with each other through their involvement in the Murdi Paaki COAG Trial.

As a result of the last COAG workshop, Mr Fletcher had sought specific data on educational achievement for Aboriginal students in the Murdi Paaki region. In his session, Mr Fletcher presented delegates with data detailing the performance of Aboriginal students in the Murdi Paaki region in relation to the Basic Skills, SNAP and ELLA tests in literacy and numeracy between 2004 and 2006 and emerging trends in the apparent retention rate between 2003 and 2005.

Mr Fletcher admitted that there was still much to be done but emphasised that the data was showing promising trends and pledged that DET would make every effort to continue this.

A summary of Mr Fletcher's presentation and the data he referred to is contained in the following PowerPoint slides.

Murdi Paaki

Educational Update

November 2006

Trevor Fletcher
Deputy Director-General, Schools

Murdi Paaki Primary Schools

Alma Public School	Cobar Public School	Morgan Street Public School
Bourke Public School	Coonamble Public School	Railway Town Public School
Broken Hill North Public School	Dareton Public School	Walgett Community College - Primary School
Broken Hill Public School	Enngonia Public School	Weilmoringle Public School
Burke Ward Public School	Gol Gol Public School	Wentworth Public School
Buronga Public School		

Murdi Paaki Central Schools

- **Brewarrina Central School**
- **Collarenebri Central School**
- **Goodooga Central School**
- **Gulargambone Central School**
- **Ivanhoe Central School**
- **Lightning Ridge Central School**
- **Menindee Central School**
- **Wilcannia Central School**

Murdi Paaki Secondary Schools

- Bourke High School
- Broken Hill High School
- Cobar High School
- Coomealla High School
- Coonamble High School
- Walgett Community College - High School
- Willyama High School

Basic Skills Test

Trends in literacy and numeracy
from 2004 to 2006

BST in summary

- **The performance of both Aboriginal and Torres Strait Islander (ATSI) and non-ATSI students in the Murdi Paaki region is still below that of students across the state**
- **You will see that there is still a lot to be done**
- **However, compared with 2005, there are some real positives:**
 - **A decrease in the percentages of students in Band 1 in literacy**
 - **An increase in the percentages of students in Band 4 and 5 in literacy and numeracy**
 - **Strong growth of many students who were in lowest bands in Year 3**

BST3 Literacy 2004 to 2006 All Murdi Paaki students

Year	Mean	% Band 1	% Band 2	% Band 3	% Band 4	% Band 5	N
2006	47.5	24.4	23.0	24.0	16.9	11.7	504
2005	46.2	30.4	18.2	26.7	16.8	7.9	506
2004	46.6	27.9	25.2	22.7	15.8	8.3	551
2006 State	50.7	10.6	20.5	25.9	23.7	19.4	57243

The BST scale for literacy and numeracy runs from 25 to 80 scores

BST3 Literacy 2004 to 2006 Murdi Paaki Aboriginal students

Year	Mean	% Band 1	% Band 2	% Band 3	% Band 4	% Band 5	N
2006	42.5	46.5	31.9	12.5	6.3	2.8	144
2005	39.9	62.4	17.0	13.5	7.1	0.0	141
2004	42.7	50.0	23.8	17.4	7.0	1.7	172
2006 State ATSI	45.8	27.8	30.5	24.1	13.0	4.5	3147

BST3 Numeracy 2004 to 2006 All Murdi Paaki students

Year	Mean	% Band 1	% Band 2	% Band 3	% Band 4	% Band 5	N
2006	49.7	22.2	21.2	24.2	17.5	14.9	504
2005	48.0	25.0	20.5	28.1	16.4	10.1	513
2004	48.4	22.8	25.2	30.0	14.7	7.2	556
2006 State	53.3	7.1	18.5	36.4	24.6	13.5	57294

BST3 Numeracy 2004 to 2006 Murdi Paaki Aboriginal students

Year	Mean	% Band 1	% Band 2	% Band 3	% Band 4	% Band 5	N
2006	43.3	48.6	27.1	13.2	8.3	2.8	144
2005	40.2	52.7	23.3	19.2	3.4	1.4	146
2004	43.5	43.2	31.8	18.2	5.7	1.1	176
2006 State ATSI	53.3	7.1	18.5	36.4	24.6	13.5	57294

BST5 Literacy 2004 to 2006 Murdi Paaki Aboriginal students

Year	Mean	% Band 1	% Band 2	% Band 3	% Band 4	% Band 5	% Band 6	N
2006	48.7	14.0	24.8	27.4	23.6	9.6	0.6	157
2005	47.0	20.1	29.3	23.8	17.1	7.3	2.4	164
2004	48.6	15.0	29.9	29.3	14.4	9.6	1.8	167
2006 State ATSI	52.0	5.8	15.3	27.8	30.0	14.8	6.4	3376

BST5 Numeracy 2004 to 2006 All Murdi Paaki students

Year	Mean	% Band 1	% Band 2	% Band 3	% Band 4	% Band 5	% Band 6	N
2006	56.3	2.7	15.0	22.7	27.6	19.6	12.4	515
2005	54.6	6.8	14.7	22.8	28.1	17.9	9.7	558
2004	55.4	5.2	13.3	24.1	27.2	18.7	11.4	518
2006 State	61.5	0.7	4.7	15.4	23.7	25.8	29.6	57727

BST5 Numeracy 2004 to 2006 Murdi Paaki Aboriginal students

Year	Mean	% Band 1	% Band 2	% Band 3	% Band 4	% Band 5	% Band 6	N
2006	50.6	7.1	29.0	29.7	23.9	8.4	1.9	155
2005	47.5	19.3	31.9	23.5	16.9	6.6	1.8	166
2004	50.5	12.7	23.5	34.3	17.5	6.6	5.4	166
2006 State ATSI	54.6	2.8	14.5	31.2	28.3	15.4	7.9	3384

Growth of Low Performing Students, 2006 Literacy - All Students

State

Year 3	Year 5	
	4 (0%)	Band 6
	81 (2%)	Band 5
	647 (16%)	Band 4
	1709 (41%)	Band 3
	1297 (31%)	Band 2
4133	395 (10%)	Band 1

Growth of Low Performing Students, 2006 Numeracy - All Students

State

Year 3	Year 5	
	26 (1%)	Band 6
	164 (4%)	Band 5
	805 (21%)	Band 4
	1741 (45%)	Band 3
	1000 (26%)	Band 2
3875	139 (4%)	Band 1

Growth of low performing students Literacy - All students

Murdi Paaki

Year 3	Year 5	
	2 (0%)	Band 5
	16 (6%)	Band 4
	82 (31%)	Band 3
	112 (42%)	Band 2
266	54 (20%)	Band 1

- Student numbers for 2004, 2005 and 2006 have been combined to map this progress

Growth of low performing students Literacy - Aboriginal students

Murdi Paaki

Year 3	Year 5	
	1 (1%)	Band 5
	13 (8%)	Band 4
	46 (28%)	Band 3
	67 (41%)	Band 2
163	36 (22%)	Band 1

- Student numbers for 2004, 2005 and 2006 have been combined to map this progress

Growth of low performing students Numeracy - All students

Murdi Paaki

Year 3	Year 5	
	7 (3%)	Band 5
	31 (14%)	Band 4
	75 (33%)	Band 3
	81 (36%)	Band 2
224	30 (13%)	Band 1

- Student numbers for 2004, 2005 and 2006 have been combined to map this progress

Growth of low performing students Numeracy - Aboriginal students

Murdi Paaki

Year 3	Year 5	
	12 (10%)	Band 4
	35 (29%)	Band 3
	46 (38%)	Band 2
120	27 (23%)	Band 1

• Student numbers for 2004, 2005 and 2006 have been combined to map this progress

Growth of low performing students ELLA Literacy - Aboriginal students

Murdi Paaki

Year 7	Year 8	
	6 (5%)	Proficient
	42 (38%)	Elementary
111	63 (57%)	Low

• Student numbers for 2004, 2005 and 2006 have been combined to map this progress

Growth of low performing students Numeracy - All students

Murdi Paaki

Year 7	Year 8	
	5 (4%)	Proficient
	74 (52%)	Elementary
141	62 (44%)	Low

• Student numbers for 2004, 2005 and 2006 have been combined to map this progress

Growth of low performing students Numeracy - Aboriginal students

Murdi Paaki

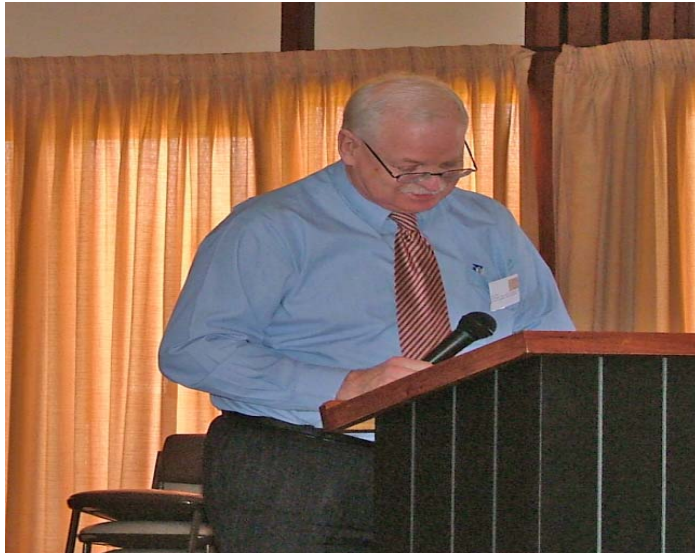
Year 7 - 2005	Year 8 - 2006	
81	4 (5%)	Proficient
	39 (48%)	Elementary
	38 (47%)	Low

• Student numbers for 2004, 2005 and 2006 have been combined to map this progress

Apparent retention rates All students

	2003	2004	2005
Year 7 to Year 10	81.8%	81.8%	82.0%
Year 7 to Year 12	40.8%	40.9%	42.3%

Mr. Tony Greer, Department of Education, Science and Training



Mr. Tony Greer, Department of Education, Science and Training.

Mr Greer's report focused on the recently completed independent evaluation of the Murdi Paaki COAG Trial and of the other 7 COAG trials around Australia. He stressed that, of the 8 evaluations, that the Murdi Paaki region was the most positive.

Mr Greer's summary of the evaluation is set out in the following series of PowerPoints.



Australian Government
Department of Education,
Science and Training

Murdi Paaki COAG Trial Evaluation Report Key Findings

14 November 2006

Mr Tony Greer – Group Manager;
Indigenous and Transitions Group,
Department of Education, Science and Training.



Evaluation Process

The eight COAG trials shared a common aim:

- to test new, innovative ways to deliver services and improve outcomes for participating Indigenous Australians.
- An independent evaluation of each trial site was undertaken during 2006
- This evaluation builds on the 2005 community governance review in Murdi Paaki.
- “Final” evaluation in 2008

Murdi Paaki A Good News Story!

- Murdi Paaki recognised as the Trial site **most advanced** in terms of community capacity and governance
- Acknowledgement of:
 - general community support of the Trial objectives and principles
 - promotion of positive change in government and community
 - strong commitment of both lead agencies

Applauding the Community

Community Action Plan (CAP) process very beneficial:

- built community support for CWPs & trial
- increased cohesion and goodwill in communities
- CAPs are now the framework for other strategy documents:
 - Regional Partnership Agreement
 - Regional Plan

Murdi Paaki Action Team

- Action Team a vital part of trial's success
- Stakeholders gave strong support for work of the Action Team
- "continuity" of Action Team staff was highlighted as important:
 - integral to building trust as a strong basis for relationship between government and CWP representatives



Whole of Government - Still Learning

- Improve the capacity of all partners to work truly whole-of-government:
 - Communities
 - Local Government
 - State Government
 - Australian Government
- Build WoG understanding both within and between departments



Trial success measures ...

- Strong foundations for the future established
 - community leadership and governance skills
 - regional Partnership Agreement
 - regional Plan
 - community Governance Strategy
 - all CWPs have a CAP
 - all CWPs have a local Community Facilitator
 - all CWPs have a local secretariat
 - 18 SRAs signed



Moving Forward

- Trial announcement expected at release of Evaluation reports (by early December 2006)
- Lead agency arrangements continue
- Formation of a Transition Sub-Committee
- Build in the successes of the Trial into the Transition Strategy
- Sub-Committee to meet in December



**Maintain the momentum -
2007 and beyond!**



Mr Sam Jeffries, Chairperson Murdi Paaki Regional Assembly



Mr Jeffries began his report by also noting the success of the Murdii Paaki trial that had been highlighted in the evaluation of the COAG trial on which Mr Greer had reported.

The following is a summary of Mr Jeffries' address.

Murdi Paaki has been successful in developing self governance. In developing successful processes for engaging government agencies and communities it has

developed its own distinct identity and its *badge* or logo is now recognised throughout the country.

Where have we come from?

This was not always the case. Murdi Paaki Regional Council was regarded as probably the most backward and least effective in the whole country so Mr Jeffries said that the region had come a long way to the point where it is now regarded as the most successful at self governance in the COAG trial.

Mr Jeffries said that this success is something that everyone involved can be proud of.

However, he added that this success must be seen in a historical context as it is part of the long movement for self determination that began in 1938 with the Day of Mourning. Other key events in this development have included:

- The Freedom Rides led by Charles Perkins that began in 1965
- The long campaign for citizenship rights that culminated in the 1967 Referendum
- The establishment of community controlled organisations like the Aboriginal Medical Services and the Legal Services
- The formation of agencies like DAA and the ADC

- The formation of peak bodies like the NAC, NACC and later ATSIC

Where are we now?

Responding to this question Mr Jeffries commented by saying that:

“Basically we are a nation without a voice. The National Indigenous Council has been appointed by the government. It is an Advisory Council for Government that has no connection to Aboriginal and Islander people.

Our voice has been taken away and we live in a hostile political environment where policies are being developed and promoted that penalise our communities for being disadvantaged.

This makes the success of Murdi Paaki even more significant for we still have a form of collective leadership through our Murdi Paaki Regional Assembly. We are probably the only group that continue to be guided by regional planning and are finalising our Regional Plan based on the issues being raised by the Community Working Parties.

Where are we going?

I am confident that in 10 years time Murdi Paaki regional governance will be even more formidable, more dominant in the development of policies adopted by government.

In other words we will provide the solutions to the problems and issues facing our community rather than the cause of them.

This will happen more frequently because of our taking *ownership* of the problem.

We will be responsible for our own development.

Acknowledgements

It is important to acknowledge some of those who are making important contributions to these developments and are an important part of the Murdi Paaki partnership with government. They include:

- Mark de Weerd and Louise Bye who are leading the whole of government approach on the ground.
- Carol McDiarmid and Arthur Townsend at the regional level.
- Trevor Fletcher (DET) and Wendy Jarvie (DEST) at the State level as well as Andrew Cappie Wood and Lisa Paul.

Conclusion

Mr. Jeffries concluded his presentation by stating:

“We must never forget that we *own* our self governance processes. The Community Working Parties and the Murdi Paaki Regional Assembly can never be abolished nor have administrators appointed by Parliament as happened with ATSIC.

The challenge for us is to maintain our community links and support.

We must remain transparent and our governance processes must remain inclusive and open. This will happen if we keep implementing the provisions that allow communities to regularly update and refresh their CWP.

We must continue to build public confidence for if we lose the confidence of the people we serve we have failed.

Discussion of Steering Committee Reports

Following the presentations of the members of the Steering Committee Dr. Morgan invited discussion and feedback on their reports.

Responding to concerns about the future of self governance once the trial was completed Mr Greer pointed out that the decision on this would be made by Government rather than by the agencies. However he stressed that the lead agencies (DET and DEST) were committed to continuing to work with Murdi Paaki through 2007. He also anticipated that this cooperation would be extended for at least another 3-5 years after the development of a robust Regional Partnership Agreement (RPA) early in 2007.

Mr Fletcher supported the remarks of Mr Greer in affirming that DET like DEST was committed to continued cooperation with Murdi Paaki even in the unlikely event of the COAG trials being discontinued. However, he also noted that the pending State and Federal elections made any prediction of events beyond 2006 quite difficult.

In response to concerns that the DET and DEST positions on the COAG Action Team might be discontinued Mr Fletcher gave an *absolute commitment* to the continuation of the DET position.

The facilitator, Dr Morgan, then noted that it was important to emphasise the *entitlement* of Aboriginal communities to the services that were now being managed in the region through Murdi Paaki and the CWPs. He stressed that while bureaucrats and agency officers might come and go, Aboriginal people would remain in the communities. In this context the frequent references in the reports to

the support being offered by Ms Bye and Mr de Weerd were extremely significant as they showed the crucial importance of agencies having a *cultural connection* to the communities.

Mr Greer again noted that all 8 independent evaluations and a general report on the COAG trials would be released before the end of the year.

Mr Jeffries stressed the importance of developing a Regional Partnership Agreement (RPA) before Christmas when the State government would go into caretaker mode pending the March election. He believed an RPA would ensure the continuation of the CWPs well beyond the end of 2007 and also ensure the continuation of DET and DEST as lead partners with Murdi Paaki in the self governance process.

Dr Morgan referred to concerns about resourcing raised in many of the CWP reports and his own awareness of continued resistance by many in the non-Aboriginal community to Aboriginal self governance and community management. Because of this he suggested that community capacity building strategies and a clear broader community education strategy needed to be incorporated into the proposed RPA.

Presentation

Before concluding this session Mr Greer presented Mr Jeffries with a framed collection of Australia Post postcards that used art work developed by Aboriginal students in the Murdi Paaki region.



Viewing of the Murdi Paaki DVD: Highlights of the Murdi Paaki COAG Trial

Day 1 concluded with a screening of the Murdi Paaki DVD, *Highlights of the Murdi Paaki COAG Trial*.

In presenting the DVD Ms Jane Cavanagh (DET) reported that its production was a cooperative venture involving DET and DEST. She stressed that the film was still in production. When completed it would provide a guide to how self governance processes can continue to be developed following the completion of the COAG trial.

Day 2 Wednesday 15 November 2006

The workshop reconvened at 9.15am on Day 2.

Dr. Morgan began by asking representatives of the Steering Committee if they could respond in more detail to the specific issues raised in the CWP reports on Day 1.

Mr. Greer replied that the main concern of the previous day had appeared to be the continuity of support for the Murdi Paaki Region following the completion of the COAG trial. He reiterated that this was an issue being addressed in the evaluation of the COAG trial that was due for release before the end of 2006.

Dr. Morgan then referred to the discussion the previous evening on the important role in developing partnerships played by Aboriginal officers in agencies. He stressed that this was not meant to denigrate the role of non Aboriginal officers in the project but merely a statement of the significance of the cultural connection that Aboriginal officers brought to many projects. This cultural connection was, he believed, an essential ingredient in the success of any project.

Dr Morgan then outlined the agenda for day 2. The main task to be addressed was the workshopping of community approaches to Shared Responsibility Agreements (SRAs).

Jumbunna Indigenous House of Learning, UTS Toolkit for Negotiating SRAs

Negotiating Shared Responsibility Agreements: A Toolkit is a resource developed by Ms Ruth McCausland at the Ngiya Institute for Indigenous Law Policy and Practice at UTS Sydney. The discussion paper is accessible on the UTS website and can be accessed at http://www.jumbunna.uts.edu.au/ngiya/pdf/Toolkit_negotiating_SRA.pdf

Before CWP delegations were broken into groups to workshop the toolkit and other related resources Mr Jeffries, Dr. Cavanagh and Dr. Morgan each provided a short commentary on the toolkit and Louise Bye and Mark de Weerd from the Murdi Paaki Action Team provided a broader analysis of SRAs.

Mr. Sam Jeffries

Mr Jeffries emphasised the following points:

- ✚ SRAs should only be negotiated for *discretionary services* provided by government as distinct from *essential services*.
- ✚ SRAs should be based on *partnerships* and *shared responsibilities* between communities and government agencies.
- ✚ SRAs should *not* involve the bargaining for *normal services* that are the entitlement of all Australian citizens.

Dr. Paddy (Pat) Cavanagh

Dr. Cavanagh highlighted several features of the toolkit and drew particular attention to the following:

- The toolkit's analysis of what should be included in an SRA (page 9)
- The outline of essential steps for negotiating SRAs (pages 13-15).
- The analysis of *structural bias* that potentially favoured government agencies in the negotiation of SRAs.

Dr. Bob Morgan

Dr. Morgan presented an international perspective on the concept of *shared responsibility and the importance of informed leadership* and highlighted the importance of the following:

- Practical self rule;
- Effective institutions for self governance;
- Achieving *cultural match*;
- Strategic orientation; and

- Effective leadership.

The PowerPoint slides used in Dr. Morgan's presentation are adaptations from the work of Dr. Manley Begay and his associates from the Native Institute for Leadership (University of Arizona) who are involved with exciting self governance research and development in Native American contexts. Key slides from Dr. Morgan's presentation are presented in the following section.

International Indigenous Perspective

Manley A. Begay Jr.
from the Native Nations Institute for Leadership, (University of Arizona)
argues:

"... that neither natural resources, nor educational achievement, nor market location provides the key to successful development on Indigenous nations." The keys instead are:

- Practical Self-Rule
- Effective Institutions of Self-Governance
 - Cultural Match
 - A Strategic Orientation
 - Leadership

in other words... Nation-Building

Development Planning and Process Under the Nation-Building Model

Leadership

1. Decision-making power – genuine self-rule
2. Institution Building
3. Strategic Thinking
4. Crafting development policies
5. Choosing Projects
6. Implementation

Good Indigenous Leadership Involves:

- **WISDOM:** *that is culturally informed & responsive;*
- **LISTENING:** *to learn not simply to respond;*
- **COMMUNICATING:** *sharing knowledge and insights openly and transparently;*
- **VISION:** *focusing on what could be rather than what is;*
- **INTEGRITY:** *leading without favour or bias*
- **ACCOUNTABILITY:** *accepting the role of decision-maker and the attendant responsibilities;*

Indigenous people who apply these guiding principles function as true leaders not simply administrative managers.

The Way Forward

- A redefinition of the principle of self-determination;
- Culturally Affirming & Centred Processes;
- Visionary leadership;
- Clan or nation-based governance;
- Nation specific policies and programs;
- Rejecting the victims based welfare model.

Ms Louise Bye and Mr Mark de Weerd

Ms Bye and Mr de Weerd from the Murdi Paaki Action Team presented an analysis of SRAs. The relevant PowerPoint slides follow.

Murdi Paaki COAG Trial Shared Responsibility Agreements (SRAs)

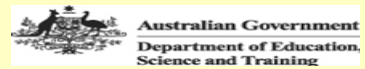
CWP Community Governance Workshop

14-16 November 2006

Presented By : Mark deWeerd and Louise Bye

COAG Action Team

Artwork – Christine Fernando



What is an SRA?

An agreement between CWPs, government and other partners to work together to improve outcomes for Aboriginal people in the Murdi Paaki region at a regional or community level.

SRAs address the key priorities of:

- improving the health and well being of children and young people;
- improving educational attainment and school retention;
- helping families raise healthy children; and
- strengthening community.



Benefits of an SRA

Coordinated approach by government to address community identified priority.

Demonstrates to government community capacity and commitment.

Australian government services through SRA or e- sub process.

DEST programmes require endorsement through CWP's

State government programs and services not subject to SRA.



Role of Regional Coordination Group (RCG)

To provide strategic and timely responses to regional and community priorities identified by Murdi Paaki communities to deliver significant improvements in headline indicators for the Aboriginal people in the Murdi Paaki region.

The Regional Coordination Group will:

- identify regional themes and priorities
- develop a planning and reporting framework for sub groups
- identify common performance indicators to be used by sub groups in reporting action
- provide guidance and support as required.



Role of Regional sub groups

- ensure agencies have developed a strategic, systematic and sustainable response to CAPs
- monitor agency core business as identified in the regional matrix
- monitor existing partnership arrangements to determine their effectiveness
- develop a consistent response or management strategy for the new business actions identified which may involve whole of government responses or interagency responses
- identify lead and relevant agencies/partners
- develop performance indicators, identify data sources and collect baseline data
- investigate whole of government approaches to the new business action items identified in the matrix
- identify “timely responses” to issues identified by the 16 communities
- develop a plan and budget to progress action

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SRA development

- CAP is completed and forwarded to the Action Team.
- Action Team/Community Facilitator meets with the CWP to discuss and prioritise actions in CAP.
- Action team provides feedback to the Regional Coordination Group and sub groups.
- If CAP actions outside Murdi Paaki priorities, referred to ICC or NSW Premier's Department.
-

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SRA development

- AT develops a draft SRA based on consultation with the CWP
- AT identifies relevant agencies to provide required services and funding.
- Discussions/meeting with agencies to agree on coordinated approach.
- Draft SRA is provided to agencies for comment.
- Draft SRA provide to CWP for endorsement.
- Draft SRA provided to RCG for comment and Steering Committee for final approval.

SRA signing and implementation

- SRA signed by CWP Chair, Regional assembly Chair (if regional) and lead agency (DEST and DET) representatives.
- Managing agency coordinates implementation of SRA in partnership with CWP.
- Managing agency ensures that all SRA processes and outcomes are understood by all partners to the SRA.

SRA monitoring and evaluation

- Projects/programs monitored by managing agency and CWP.
- Monitoring reports provided at CWP and sub group meetings.
- Data collected for monitoring and evaluation.
- Data provided to CWP and sub groups.
- Project evaluation and final report on completion of SRA.



Comprehensive SRAs

- Goes beyond addressing single issues
- Requires strong partnerships between communities, government at all levels and business
- Whole of community approach
- Comprehensive multi issue SRA and/or Regional Partnership Agreements
- Clear and simple focussing on outcomes with relevant action and support
- Support communities to achieve long term goals
- Community development component
- Mapping of assets in community
- To lead to one or two long term and sustainable SRAs in each community



Comprehensive SRAs

- High level thinking and planning needed
- Takes time to negotiate with all players
- Need full involvement of community
- Need to focus on all members of community
- Community facilitators will be able to assist
- CWP must drive the process

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Negotiating SRAs Sharing Circles

The delegates from the CWPs then formed the following sharing circles to consider the issues and strategies involved with negotiating SRAs.

1. Cobar – Coonamble
2. Gulargambone – Enngonia
3. Collarenebri - Bourke
4. Broken Hill – Dareton/Wentworth
5. Brewarrina
6. Walgett-Goodooga-Lightning Ridge

Each sharing circle was asked to consider 4 questions:

1. What should be included in an SRA?
2. What information is needed to begin?
3. How can structural bias be avoided?
4. How can sustainability be ensured?

Each sharing circle considered these questions till the lunch break on Day 2 and their responses are provided below.

Screening of DVD on Brewarrina Fish Traps

During lunch on Day 2 Mr Bill Palmer screened a DVD on the Brewarrina fish traps. This DVD was recently produced by the Department of Environment and Heritage to commemorate the National Heritage listing of the fish traps in 2005. Though not a COAG or CWP project, Mr Palmer suggested that the DVD is a good example of resources that can be developed to assist with language recovery projects

A Suggestion on Resources

Following the luncheon adjournment Prof. John Lester (DET) commented on a possible strategy for the ongoing resourcing of CWPs in self governance.

Mr Lester acknowledged the critical importance of community involvement in partnerships with government agencies and suggested that the success of the COAG trial in the Murdi Paaki region was obviously dependent on this.

He also noted the concerns of a number of the CWPs about the excessive workload created by their involvement in this process and the inadequacy of resources to support this level of community involvement.

He proposed the development of a levy on the budget of government agencies to ensure the continuation of a high level of community involvement in the delivery of education and all other government services *over and beyond* those provided through normal service delivery.

Report Back from Negotiating SRAs Sharing/Learning Circles

General Issues

A number of general points were made during the feedback session. In particular there was an insistence that SRAs must not be negotiated for the delivery of basic government services that are the entitlement of all Australians and which should be delivered through existing government programs. However, there was also a suggestion that, in 2003 when SRAs were first being considered, Mr Peter Shergold acknowledged that some existing government services found it difficult to address needs in the Aboriginal community and that in these

circumstances SRAs may be appropriate regardless of the existing service delivery arrangements.

During the session Dr Morgan highlighted several essential components of any SRA. In particular he pointed to the need for the following:

- The establishment of codes of conduct and behavioural protocols that should apply to the parties to the agreement
- Review and evaluation procedures
- Provision for amending the agreement.

Mr James McCormack, Manager of the Dubbo regional Indigenous Coordination Centre (ICC) acknowledged the need for support for communities wishing to negotiate SRAs. He commended the UTS toolkit and also provided information on 3 web sites that could assist communities seeking to negotiate SRAs.

- the Family and Community Services and Indigenous Affairs website
www.facsia.gov.au
- the Commonwealth government's indigenous affairs website
www.indigenous.gov.au
- the Commonwealth governments online directory
www.gold.gov.au

Mr McCormack noted that these websites provided information on a panel of experts accredited to assist communities with the development of SRAs. Funding was available to assist communities employ these experts.

Several delegates commented on the need to genuinely value the expertise available in communities and that it was patronising to expect that these services should continue to be provided voluntarily.

Ms Louise Bye from the Murdi Paaki Action Team commented that government agencies and particularly the lead agencies were increasingly recognising the value of community expertise. However, this understanding was not shared equally by all agencies and there is a need for a meeting of all agencies with the Regional Coordination Group to assist the development of a better understanding of the SRA process.

Mr Bill Palmer suggested that SRAs could empower Aboriginal communities by allowing them to initiate and drive projects of relevance to the local community. They could actually help create a *level playing field* and, though all parties were at times required to compromise, neither party need necessarily be duped in the process.

Dr. Morgan suggested that Aboriginal people had been at the margins of Australian society for so long that it was extremely difficult to create *a level playing field*. There was a need for a fundamental change of approach in the way governments *did business* with Aboriginal communities.

Prof. John Lester emphasised the importance of community capacity building. To optimise community capacity building he suggested that it was very important that community representatives, rather than employed facilitators, lead the discussion on SRAs.

Mr. Richard Weston suggested that the goodwill and commitment increasingly evident in government agencies needed to be acknowledged.

Dr. Morgan suggested that there were often difficulties when good, committed people in agencies moved on. He stressed again that while agency officers could move on the community always remained and had to address the issues it faced.

Detailed Feedback from Sharing Circles

Each of the Sharing Circles also reported back on their consideration of SRAs in the session prior to lunch.

Dr Morgan proposed that this feedback would be collated into a check list for communities involved in the development of SRAs. The first draft of this checklist is presented on the following two pages.

Developing SRAs

A Checklist for CWP's and Communities

What should be included in an SRA?

- Evidence that the service being negotiated is a *discretionary* service and not an essential service to which all citizens are entitled.
- Details of the gaps in service provision that will be addressed by the proposed project and how will it benefit the local community.
- The principal parties to the proposal.
- An indication that the proposal is a priority in the Community Action Plan.
- Clearly defined objectives and outcomes.
- The relationship between the community and the agency in implementing the project.
- The contributions to the project – both financial and *in kind* – to be provided by each party
- The time frame for developing and implementing the proposal.
- A requirement for agencies to explain and justify their decisions.
- The monitoring and evaluation procedures to be followed.
- A procedure for changing and amending the proposal if necessary.
- A dispute resolution process

What is needed to begin?

- Awareness of all government policies and existing funding relevant to the proposed project.
- Identification of the principal stakeholders and their responsibilities.
- Information on strategies used in similar projects elsewhere.
- Specific information on proposed budget and sources of funding.
- Identification of the expertise that will be needed to implement the project
- A list of local community priorities from the CAP.
- A clear understanding of anticipated outcomes and how these will benefit the local community and address local needs.
- Clear definition of aims and objectives, targets and goals.
- Specific statistical data to identify gaps in service provision.
- Understanding of the community's strengths and weaknesses

How can structural bias be avoided?

- Write a Memorandum of Understanding that clearly defines the responsibilities of each stakeholder.

- Jointly negotiate ground rules for the development of the project including the conduct of meetings.
- Establish monitoring, accountability and dispute resolution procedures.
- Identify who has power over what in delivering the service in question and decide whether this needs to be changed.
- Ensure the responsibilities proposed for each partner in the SRA are fair and achievable.
- Develop effective channels of communication and insist on complete transparency between all stakeholders.
- Ensure all meetings are fully documented with minutes that clearly set out actions and responsibilities arising from each meeting
- Build community capacity by developing the communication and negotiating skills of CWP representatives and through annual refreshers of the CWP.
- Employ independent professional negotiators
- Develop detailed knowledge of the agency partner including knowledge of its bureaucratic structure and its links to government.
- Involve the wider community – both Aboriginal and non Aboriginal - with the CWP and ensure there is trust throughout the community.
- Incorporate a sub committee structure so that responsibilities can be delegated and shared rather than being left to one or two individuals.
- Prepare a business plan for the project.

What can be done to ensure the sustainability of the project?

- Ensure the community is fully involved and informed from the outset.
- Focus the SRA on the achievement of basic outcomes that can be built on.
- Ensure that the project budget is as accurate as possible and includes administration costs.
- Incorporate a Business Plan within the project plan.
- Seek additional partners from the private sector and local government as well as from State and Commonwealth agencies.
- Tailor the expected outcomes to the core business of government agencies and insist on mainstream responsibility when appropriate.
- Develop auspicing arrangements.
- Create an enterprise that markets its services and charge fees for services to outside agencies.
- Develop a volunteer support structure.
- Build in a skills development program that assists members of the Aboriginal community to establish small businesses or gain ongoing employment

- Include regular evaluation and monitoring processes in the project plan and conduct regular reviews of the progress of the project.
- Include contingency arrangements for potential problems in the implementation of the project. Including *succession planning* to cover changes in personnel in both the CWP and the government agencies.
- Avoid *band aid solutions* and insist on long-term timetables and commitment.

Gender based sharing circles: Our role in our community for our community

Delegates then formed gender based sharing circles.

These sharing circles were introduced by Dr. Morgan into the Murdi Paaki COAG trial and have become a core component of the process of community engagement. The gender based groups engaged in vigorous and productive discussion on gender specific issues till Day 2 concluded at 4.00pm. Feedback on the gender based learning circles was then deferred until the commencement of Day 3.

Day 3 Thursday 16 November 2006













Feedback from gender based sharing circles: Our role in our community for our community

The workshop reconvened at 9.30am on Day 3 when the facilitator asked for feedback from the gender based learning circles that had met the previous afternoon.

Both male and female delegates who had participated in the gender based learning and sharing circles for the first time reported that the experience had been very empowering. It was generally agreed that these sessions should continue in future workshops.

Feedback from the Women's Sharing Circle

The women's sharing circle considered what it meant to be an Indigenous woman in today's society. They affirmed the role of women by identifying the following characteristics of what it means to be a woman today:

-  Women are leaders, mothers, caregivers, nurses, grandmothers, educators, disciplinarians, mediators, homemakers and role models.
-  They *talk through* issues rather than keeping problems to themselves.
-  They are supporters in the grieving process and in other times of crisis
-  They are creative innovators.
-  They are taxis.
-  They reach beyond their families to communities.
-  They are tolerant and empathetic and not dictatorial.
-  They are role models, communicators and information sharers.
-  They are financial managers.
-  They sometimes carry the guilt of too much responsibility.
-  They are multi skilled.
-  They are the glue that keeps communities together.

The women's circle concluded that women want to walk *beside* their men, not *behind* them.

Feedback from the Men's Sharing Circle

The men's sharing circle considered what it meant to be an Indigenous man in contemporary society. Some of the issues that were raised in the circle were:

- ◆ The loss of traditional male roles since colonisation.
- ◆ The lack of employment opportunities for Aboriginal men, particularly in rural areas, since the 1960s. One member of the circle noted that whereas he used to work 11 months of the year and then have a month off work, many men now have only one month's work a year and are off work for the other 11 months.
- ◆ The behaviours manifested by many young men towards women, particularly the prevalence of domestic violence and the failure of young men to be responsible for their children.
- ◆ The difficulties that many fathers experience in communicating with their sons.
- ◆ The willingness of many young men to identify with African American culture because of the absence of positive images of their own Aboriginal culture.
- ◆ The need for men themselves to take responsibility for these problems and to present themselves as positive role models for their children.

During the feedback from the men's circle two unscheduled presentations were also made.

Mr Rick Powell presented his *Tree of Life Presentation* on men as role models.

Mr Trevor Kennedy delivered a presentation on the *Our Journey to Respect – Inter Generational Violence Prevention Project*.

Dr. Morgan concluded this session by emphasising the importance of men and women continuing to work together.

He also noted a continuing reluctance by government to provide funding for Indigenous men's programs to allow men to consider their health and other issues.

Following this feedback the agenda for Day 3 resumed. There was a slight adjustment to the Agenda. The session on Planning for 2007 for CWP's and Community Facilitators was deferred and reports from the Regional Sub Groups preceding a report on the Regional Plan.

Murdi Paaki Regional Assembly Sub Committee Presentations

Education, Training, Employment and Economic Development Sub Group Report

Ms Jane Cavanagh (DET) delivered the report of the Education, Training, Employment and Economic Development Sub Group (ETEEDSG).

This sub group is jointly chaired by Ms Cavanagh and Mr Arthur Townsend (DEST). The committee's membership includes for example representatives from the Murdi Paaki Regional Assembly, the Barwon-Darling Alliance, the AECG, the Land Council, DET, NSW TAFE, DEST, DOTARS, DEWR, DAA, and the Department of Industry, Tourism and Resources.

The sub group's principal aim is to translate regional strategies for implementation at the local community level.

Since its establishment the sub group has held 2 meetings and has adopted a case management approach in working with communities on priority projects identified by the communities. The sub group believes that community facilitators must also have a key role in the development of these priorities.

The sub group also believes there is a need to establish indicators for the success of projects that are meaningful to local communities as generic state wide indicators are not always relevant to the local community. At the sub group's next scheduled meeting on December 1st it plans to consider and adopt a set of Key Performance indicators applicable to local projects.

The ETEEDSG is interested to know whether other sub groups are also adopting a similar case management approach for projects under their portfolios.

Health, Housing Families and Young People Sub Group Report

Ms Anjali Palmer reported on behalf of the Health, Housing, Families and Young People Sub Group (HHFYPSG).

The HHFYPSG is jointly chaired by DOCS and FACSIA. Its membership includes the chairpersons of the Walgett, Goodooga, Broken Hill and Ivanhoe CWPs as well as representatives from the NSW Department of Health, DOCS, DADHC, DAA, the Department of Housing and TAFE.

The sub group has met twice and focused on finding gaps in regional service delivery by mapping the regional issues revealed in the CAPs of all the CWPs. It is intended that this will be further workshopped by the community facilitators.

Gaps in service delivery on Youth Issues appear to be particularly prominent and the facilitators are seen as crucial in engaging communities on youth issues. It is planned to convene a Youth Round Table in March 2007 at which a Regional Action Plan on Youth Issues will be developed.

Law and Justice Sub Committee Report

Patrick Shepherdson (NSW Attorney General's department) presented the Law and Justice Sub Group (LJSG) report.

The membership of LJSG includes representatives of the CWPs at Bourke, Cobar, Menindee and Wilcannia, the NSW Police Service, the Department of Juvenile Justice, the PCYC, the Department of Sport and Recreation, TAFE, the Aboriginal Legal service, and Louise Bye and Trevor Kennedy representing the Murdi Paaki Action Team.

The sub group has only met once with a second meeting scheduled for the afternoon following the conclusion of the workshop. At its first meeting the LJSG began an analysis of the priorities identified by the CWPs and also revisited the analysis of issues in the region by ATSIC.

The sub group is considering staging community based forums to seek community feedback and to promote existing services available from agencies. It is intended to assist CWPs to fine tune their CAPs once this feedback is received.

Other projects being considered include:

- ◆ The promotion of a public pledge and a *Stand Up and Be Counted* campaign against domestic violence.
- ◆ The development of an anti domestic violence calendar that promotes family values.

- ◆ A *Stop Violence against Women* project.
- ◆ Restorative Justice projects in local communities

It is anticipated that Performance Indicators will be developed that are consistent with those already in place in the NSW Community Justice Plan.

Mr Shepherdson's report generated some discussion and concern was expressed at the lack of support to prevent re-offending when Aboriginal people return to their home communities after a period of detention.

The suggestion was also made that there is a need for effective cultural programs to prevent potential offenders entering the cycle of offending in the first place. As well, there was considerable support for the concept of *circle sentencing* so that young offenders could remain in their home communities and be monitored and supported there.

There is clearly a need to continue developing initiatives in this area so that the increasing rate of incarceration of Aboriginal people can be addressed. Dr. Morgan suggested that the experience of Indigenous peoples in other communities should be considered in this process. He indicated that the Royal Commission into Aboriginal Peoples in Canada has many relevant recommendations on Indigenous peoples and the criminal justice system and that this report may be of interest to the sub group.

The positive work and experience of the Aboriginal Community Justice Group in Bourke was noted highlighting that there has been some success in engaging young people and encouraging them to take responsibility for their behaviour. One example has been to involve young people in the cleaning up of graffiti.

Environment, Culture and Heritage Sub Committee Report

Mr Tom Warren (Bourke ICC) gave the Environment, Culture and Heritage Sub Group (ECHSG) report.

Mr Warren reported that the first meeting of the ECHSG had noted the considerable overlap of activities of many of the agencies involved in this area. There is a need for coordination between agencies.

Mr Warren emphasised that all projects in the area of environment, culture and heritage must be developed in culturally appropriate ways and with the full agreement of traditional owners. He too noted the important role of community facilitators in any developments.

The next meeting of the ECHSG is scheduled for the 11th December.

General Issues Arising from the Sub Group Reports

Discussion following the Sub Group Reports raised the following issues:

1. To ensure a consistent approach there is a need for all sub groups to consider adopting the case management approach being employed by the ETEEDSG.
2. The Regional Coordination Group will attempt to develop a consistent approach applicable to all sub groups when it next meets on December 11.
3. Facilitators need to be actively involved in the deliberations of the sub groups so that the recommendations of those sub groups are practical and applicable at the local level and do not result in excessive demands on the facilitators.
4. The development of effective information sharing strategies should be a priority. The creation of a Murdi Paaki COAG web site would be a useful aid to communication between the sub groups, the CWPs and the facilitators.

Murdi Paaki Regional Assembly Regional Plan

Mr Sam Jeffries reported on the development of the Murdi Paaki Regional Plan which he described as being as important to the Regional Assembly as the Community Action Plans (CAPs) are to each Community Working Party (CWP).

Under ATSIC the Regional Plan was a legislative requirement and ATSIC regional councils could be sacked for non compliance. For different reasons, a good regional plan is just as important to Murdi Paaki today.

At the community level a good CAP provides the CWP with a powerful tool for guiding and directing the implementation of policies by government departments and agencies. Collectively these plans transform themselves into a regional vision - and that vision constitutes the regional plan.

The Murdi Paaki Regional Council took the lead in regional planning and on two occasions won national awards with its plans. But plans are not developed to win awards or just for the sake of planning.

Instead they are developed to attract investment into the strategies, to inform and guide governments on the needs of communities, and to

establish yardsticks to measure the performance of government agencies in the delivery of services.

It is important that we celebrate and learn from our successes in developing the regional plan and also that we learn from international Indigenous experiences.

It will also help clarify and coordinate the strategies being developed by the 4 sub groups and help drive the implementation of the strategies developed by the sub groups.

Finally, Mr. Jeffries added: “We must recognise that the Regional Plan being developed will be particularly important in the transition between the current COAG trial and the arrangements that will be put in place after 2007.”

Review of Workshop Objectives and Outcomes

In reviewing the workshop objectives and outcomes reference should be made to the Welcome to Country speech made by Mr Phillip Sullivan at the commencement of the workshop.

In his welcome Mr Sullivan had suggested that the delegates to the workshop represented “*many families but one mob*” and that the issues they would consider over the three days of the workshop and sharing circle were of major significance to their communities. This has proved to be the case and, like any family, there was not complete agreement on all issues.

However, no one could be in doubt as to the commitment of all delegates and their awareness of the significance of the community issues that were being addressed. The issues raised by the CWPs across the region had much in common. They included concerns about service delivery in:

- ◆ Education
- ◆ Health
- ◆ Housing
- ◆ Employment and training
- ◆ Culture and heritage
- ◆ Communities and the criminal justice system
- ◆ Families
- ◆ Domestic Violence
- ◆

The theme that ran through all these issues was that they would only be addressed through the continuing development of community governance, community responsibility and self management.

There is still much to be done. Government service delivery to Aboriginal communities in the region is not yet satisfactory and there is still considerable resistance to the concept of self governance and self management. Additionally, members of the CWPs and the community facilitators complained of being overworked and under resourced as well as being under valued. Too often community expertise was expected on a voluntary basis rather than being remunerated on an appropriate basis.

As well questions still remain about the government's *new way of doing business* in Aboriginal communities and, though some communities have gained considerable benefit from the development of Shared Responsibility Agreements, there is a lingering suspicion that these are being enforced on Aboriginal communities for the delivery of services that should be the entitlement of all Australian citizens.

The biggest question looming over the workshop and sharing circle was the future of COAG trial after December 2007. Though the lead agencies in the Murdi Paaki trial, DET and DEST, reaffirmed their commitment to working with the Murdi Paaki Regional Assembly after the trial, there is some anxiety among delegates about the release of the evaluation of the trial in December 2006.

Nevertheless, there was also considerable optimism running through the workshop.

Many delegates referred to improved communication and dialogue with government departments and agencies and to increasing evidence of goodwill. The signing of the Goodooga Air Conditioning SRA was welcomed and at least one other community also referred to being empowered through SRAs. Several delegates also referred to young people in their communities taking greater responsibility for their behaviour and seeking to get involved in the CWPs and in the development of Community Action Plans. The gender based sharing circles also moved and inspired most who participated in them.

The four sub groups are in the early stages of development and are yet to fully develop strategies for the issues for which they are responsible. However, there is an expectation that the development of a Regional Plan and a Regional Partnership Agreement will help drive and coordinate the development of strategies by the sub groups. It is also anticipated that the development of the Regional Plan and the RPA will ensure a smooth transition to whatever arrangements are established beyond the conclusion of the COAG trial at the end of 2007.

Acknowledgements and Conclusion of Workshop

At the conclusion of the workshop Mr Alister Ferguson of the Bourke CWP thanked all delegates for their participation and for the positive and constructive way in which they addressed the issues facing their communities and sought solutions to them.

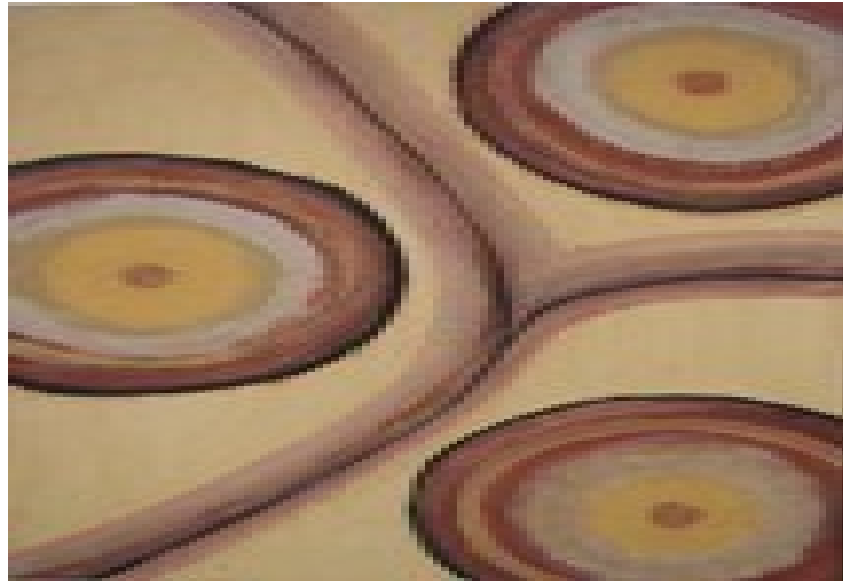
On behalf of the Action Team, Ms Louise Bye also thanked delegates for their participation and particularly thanked the hosts from Bourke for their hospitality.

She also acknowledged the work of the representatives of all agencies who were present and particularly acknowledged the major contributions of all community facilitators to the success of the COAG trial and the advancement of self governance in their communities.

Ms Bye concluded by paying special tribute to Mr Sam Jeffries for his leadership in Murdi Paaki and to Ms Roz Gordon for her organisation and administrative support of the workshop.

The workshop and sharing circle concluded at 12.40pm.

Appendix 1: Workshop and Sharing Circle Program



Murdi Paaki CWP Community Governance Workshop

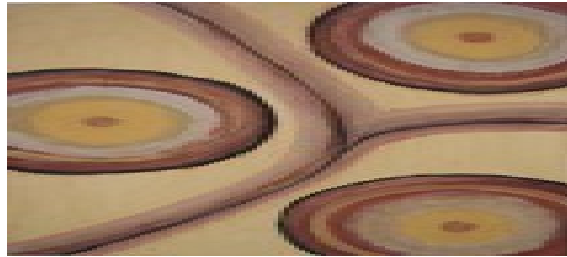
14 -16 November 2006

Bourke Bowling Club
Mitchell Street,
Bourke.



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**Day 1
Tuesday 14 November 2006**

1:00 – 1:30pm **Arrival and Registration**

1:30 – 1:45pm **Welcome by Traditional Owners**

1:45 – 2:00pm **Workshop Aims and Objectives.**
Dr. Bob Morgan and Dr. Pat Cavanagh.

2:00 – 3:30pm **CWP Panel Presentation – Our Vision – Our Future**

Process: Representatives of CWPs to provide an overview of:
Priorities and actions for 2007

3:30 – 4:00pm **Afternoon Tea**

4:00 – 4:45pm **Murdi Paaki COAG Trial Steering Committee**

Murdi Paaki COAG Trial Evaluation Report

Process: Panel discussion/presentation involving responses to
issues and challenges arising from the *Murdi Paaki Evaluation
Report* and responding to CWP presentations.

- Mr Tony Greer, Acting Deputy Secretary, Department of Education, Science and Training
- Mr Trevor Fletcher, Deputy Director – General, NSW Department of Education and Training
- Mr Sam Jeffries, Chairperson, Murdi Paaki Regional Assembly.

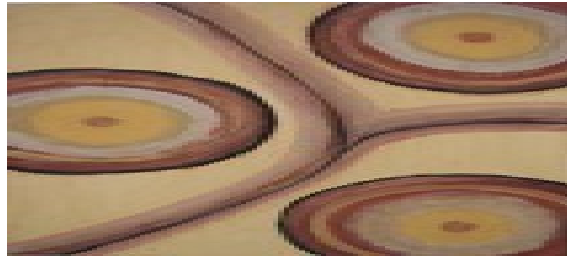
4:45 – 5:00pm **Viewing of Murdi Paaki DVD**

7:00pm **Dinner at Port of Bourke**



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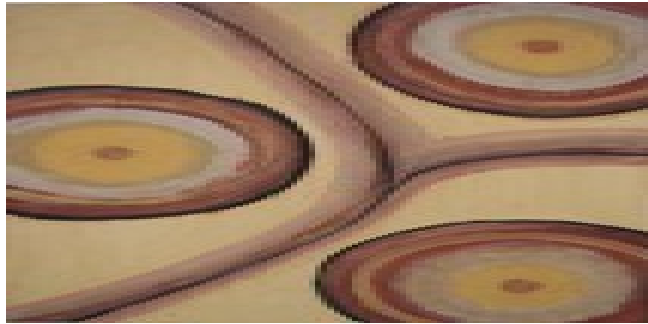
Day 2
Wednesday 15 November 2006

- 8:45 – 9:00am** **Arrival and tea/coffee**
- 9:00 – 9:15am** **Overview of Day 2 agenda**
- 9:30 – 11:00am** **Toolkit for negotiating SRAs (Jumbunna IHL)**
- Dr Bob Morgan, Dr. Pat Cavanagh and Sam Jeffries
- 11:00 – 11:30am** **Morning Tea**
- 11:30 – 12:30pm** **Negotiating SRAs Sharing Circles**
- Process: Participants meet in sharing/learning circle to consider/respond to the issues arising from the Jumbunna presentation.
- 12:30 – 1:30pm** **Lunch**
- 1:30 – 2:30pm** **Report from Sharing/Learning Circles**
- 2:30 – 3:00pm** **Afternoon Tea**
- 3:00 – 4:00pm** **Gender-based sharing circles- Our role in our community for our community.**
- 7:00pm** **Dinner – Regional NAIDOC Ball**



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Day 3
Thursday 16 November 2006

- 8:30 – 9:00am** **Arrival Tea/Coffee**
- 9:00 – 9:15am** **Overview of Day 3 agenda**
- Dr. Bob Morgan
- 9:15 – 9:45** **Murdi Paaki Regional Assembly Regional Plan**
- 9:45 – 10:30am** **Sub Group Presentations**
- Education, Training, Employment and Economic Development.
 - Health, Housing, Families and Young People
 - Law and Justice
 - Environment, Culture and Heritage
- 10:30 – 11:00am** **Morning Tea**
- 11:30 – 12:30pm** **Planning for 2007- CWP's and Community Facilitators**
- 12:30-1:00pm** **Review of Workshop Objectives and Outcomes of overall Workshop**
- Participants' Evaluation/Reflection
 - Summary and Closure
- 1:00 – 2:00pm** **Lunch**



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