



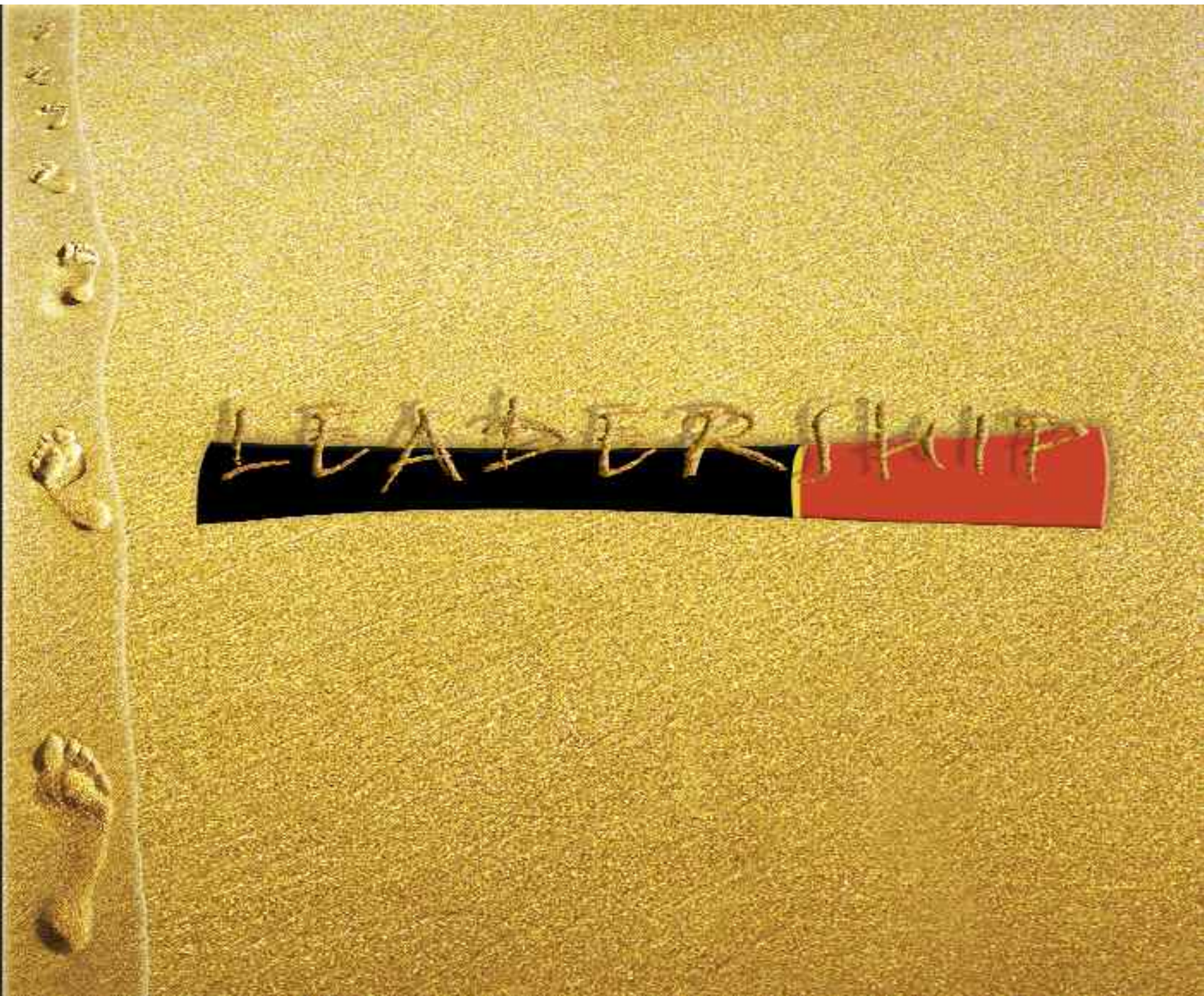
AMSANT
Indigenous Leadership
Workshop,

Centre for Appropriate
Technology

Alice Springs

5th October 2006.

Completion Report



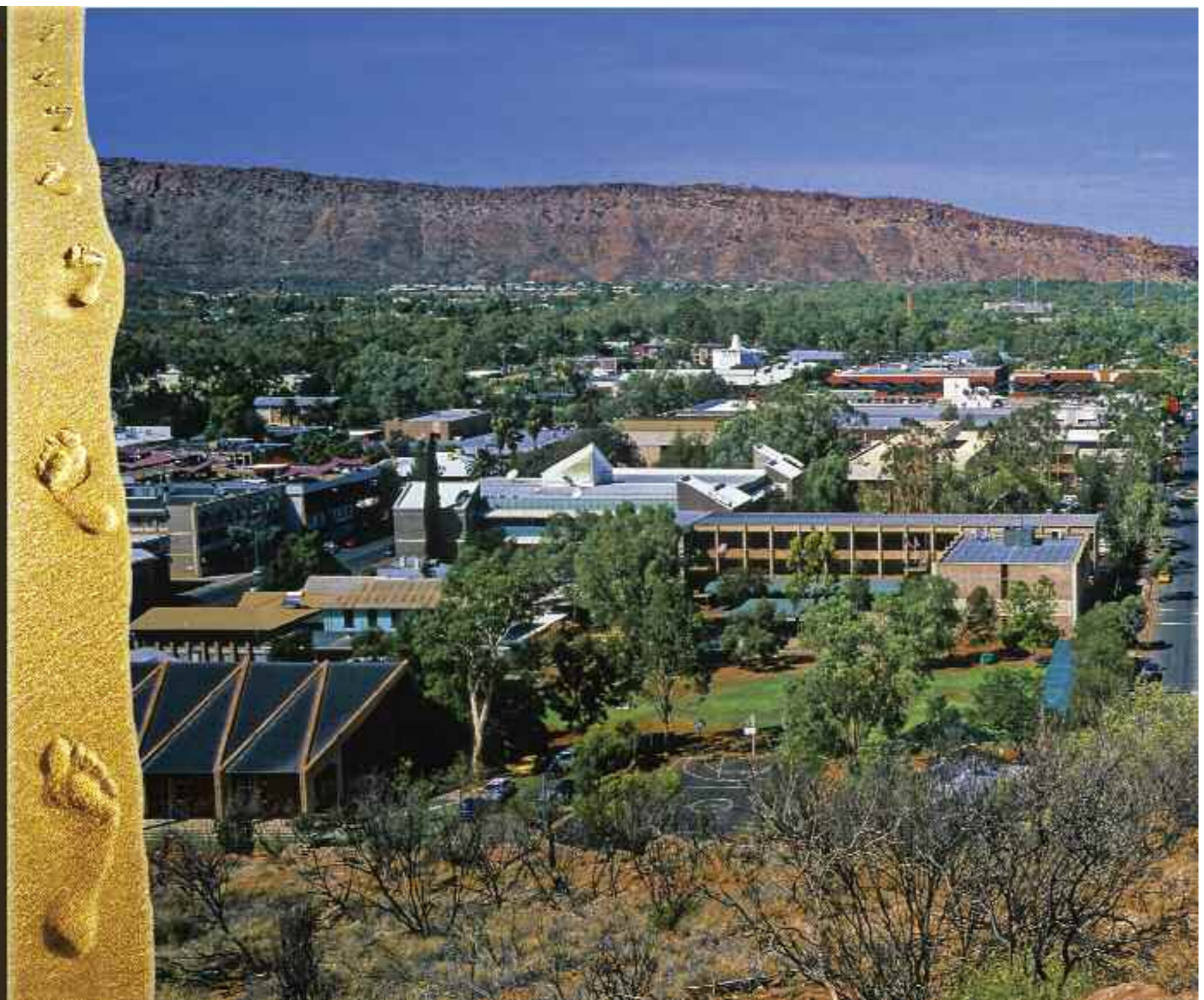


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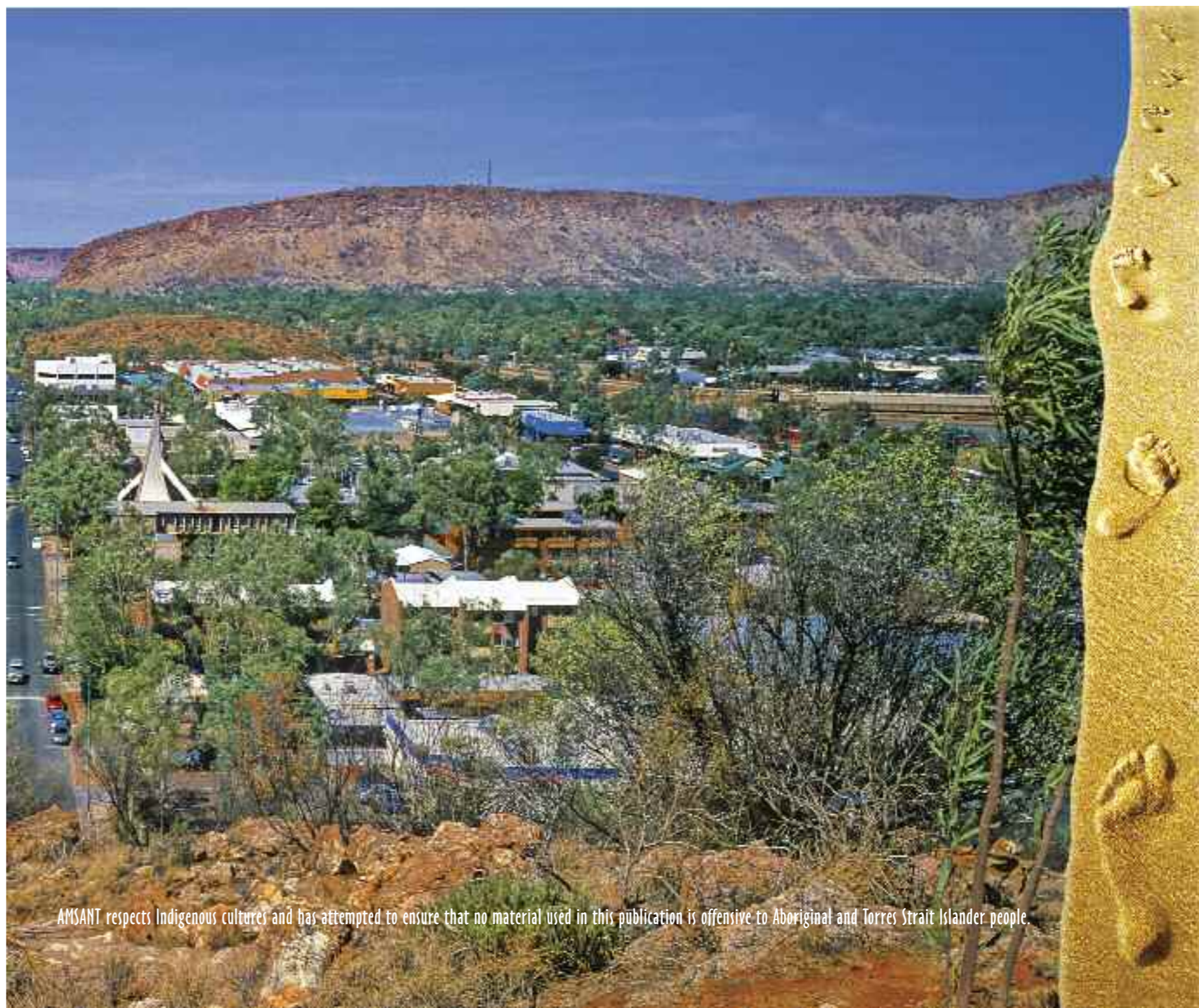
MILESTONE
EVENTS
FOR INDIGENOUS
AUSTRALIANS
1901 - 2000

1901

Federation -
The Commonwealth
Constitution states
"in reckoning the
numbers of people,
Aboriginal natives shall
not be counted". It also
states that the
Commonwealth would
legislate for any race
except Aborigines.
The states therefore
retain their power over
Aboriginal Affairs.

1908

The Invalid and Old Age
Pension Act provides
social security
for all Australians
except Aborigines.



AMSANT respects Indigenous cultures and has attempted to ensure that no material used in this publication is offensive to Aboriginal and Torres Strait Islander people.

1910

An inquiry is held into the Forest River Massacre in the Kimberley.

1911

The South Australian Aboriginal Act is the state's first legislation relating directly to Aborigines.

1918

The Queensland Government establishes an Aboriginal station - Palm Island - in the Palm Isles.

1920

Aboriginal population of Australia is estimated to be 60,000. It is widely believed to be a 'dying race'.



Why did we hold an Indigenous Leadership Workshop?

At many meetings in recent years, AMSANT member services have discussed the growing 'vacuum' in Indigenous leadership, especially in relation to Aboriginal community controlled health services in the Northern Territory.

While the executive officers and Boards that control the services are currently chock-a-block full of strong and innovative leaders, there is some concern that not all the young health workers and bureaucrats 'coming through' are equipped with the necessary leadership skills and practical experience to take their places.

To reverse this trend the AMSANT Strategic Plan 2006-2009 has prioritised the "identification and support of emerging leaders within our health services". AMSANT staff were directed by member services to organise an inaugural workshop to inspire and guide our young, emerging leaders.

Oxfam Australia kindly agreed to fund this workshop and gave great moral and intellectual support throughout the development of the project.

Meanwhile a steering group made up of AMSANT staff, Barb Shaw of Anyinginyi Health Service, Jacqui Pearce of the Office of Indigenous Policy Coordination (OIPC in Canberra) and Geoff "Jacko" Angeles from the Menzies School of Health Research helped design the day's program.

Special mention must be made of Geoff Richardson from the OIPC for his tireless efforts, deep knowledge and outstanding leadership in ensuring the program was relevant, informative and fun. He gave much of his time and expertise freely and AMSANT is forever indebted to "Richo".

Other 'special guest Aboriginal leaders' gave invaluable support and participated in the workshop with gusto, while guiding the young (and older) delegates along the path of professional development, personal growth and leadership.

AMSANT sincerely thanks Pat Miller (Deputy Administrator, Northern Territory), Barb Shaw (General Manager, Anyinginyi Health Service), Paula Arnol (AMSANT Chairperson), Steve Larkin (AIATSIS),

"Jacko" Angeles and AMSANT EO, John "Patto" Paterson, for their remarkable efforts and energy.

Last, but not least, was the contribution of the delegates themselves who entered this new field of learning with open hearts, open minds and true enthusiasm. Their ideas, experiences and analytical work on the day have given the AMSANT Board great hope for the future of Aboriginal controlled health services.

AMSANT is committed to consolidating its leadership program and is already developing similar events to be held in early 2007.

The responsibility for running future leadership events has been accepted by the young delegates. AMSANT staff members Des McKenzie and Theresa Roe have volunteered to assist and guide them in organising AMSANT's 2nd Leadership Workshop.

1928

During the Conniston Massacre in the Northern Territory, Europeans shoot 32 Aborigines after a European dingo trapper and a station holder are attacked by Aborigines.

1930

Victorian William Cooper petitions the King to have an Aboriginal representative in the Lower House of Federal Parliament.

A similar attempt is made in NSW. They are unsuccessful.

1934

The Arnhem Land Reserve is declared.

1935

The Methodist Overseas Mission establishes Yirrakala, an Aboriginal community on the Gove Peninsula, NT. It was later taken over by the United Church in North Australia.

1938

Albert Namatjira holds his first exhibition of 41 paintings in Melbourne. All works are sold in three days.



Workshop Program

- 08:30 Registrations
- 09:00 Opening and Housekeeping - John Paterson
- 09.10 Welcome to Country - Margaret Furber-Ross, Arrernte Elder
- 09:15 Chairperson's Opening Remarks - Paula Arnol
- 09.25 Working Together - John Paterson
- 10.00 Personal Journeys - Geoff "Jacko" Angeles; Pat Miller
- 10.45 Morning Tea
- 11:15 Personal Journeys - Barb Shaw; Steve Larkin
- 12.30 Styles of Good Leadership - Geoff Richardson
- 12.45 Lunch
- 13.45 Topic Group Session One - Geoff Richardson
- 14.30 Report-Back Session
- 15.00 Topic Group Session Two - Geoff Richardson
- 15.30 Afternoon Tea
- 16.00 Group Exercise - Where to From Here? - John Paterson, Paula Arnol, Geoff Richardson
- 16.45 Close - John Paterson

Participant List

Delegates, special guests and staff

Amoonguna Health Service

Alicia Ross

Anyinginyi Health Aboriginal Corporation

Barb Shaw

Duane Fraser

Samone Sallik

Linda Turner

Brett Grant

Danny Niddrie

Central Australian Aboriginal Congress

Charmaine Nicholls

Fiona Haddon

Leshay Maidment

Danila Dilba Health Service

Paula Arnol

Sandi Nelson

Erin Lew-Fatt

Maida Stewart

Shaun Tatipata

Kakadu Health Service

David Scholz

Katherine West Health Service

Joseph Cox

Eric Thomas

Lorraine Johns

Susan Cebu

Brian Pedwell

Norbert Patrick

David Lines

Sean Heffernan

Ngalkanbuy Health Service

Nancy Rarrkminy

Stella Minitjapuyngu

Sunrise Health Service

David Lane

Spencer Martin

AMSANT (staff)

John "Patto" Paterson

Theresa Roe

Graham Dowling

Des McKenzie

Zac McKenzie

Peter Bonner

Oxfam Australia

Rebecca "Bek" Smith

Cherie Minnicon

1940

Increased mining developments in the 1940s in WA bring protest from Aboriginal people concerned about their land. This lays the basis for the Pindan movement which was to grow from the 1946-49 strike by Aboriginal pastoral workers.

1942

Darwin is bombed by the Japanese. Many Aboriginal people are relocated to 'control camps' and restrictions are placed on Aboriginal movement, especially women. In Arnhem Land Aboriginal people make up a special reconnaissance unit in defence against the Japanese.

1945

Aboriginal cattle station workers in the Port Hedland district, Western Australia, strike for a pay increase. They are getting 10 shillings a week and are supplied with blankets.

1946

Aboriginal pastoral workers in the Pilbara, Western Australia, strike over pay, conditions and ill treatment.



Special Guest Leaders

John Paterson
AMSANT, Executive Officer (Darwin)

Paula Arnol
AMSANT, Chair (Darwin)

Barb Shaw
Anyinginyi Health Aboriginal Corporation (Tennant Creek)

Patricia Miller
Deputy Administrator of the NT (Alice Springs)

Margaret Furber-Ross
Arrernte Traditional Owner (Alice Springs)

Geoff Richardson
Department of Families, Community Services and Indigenous Affairs (FaCSIA, Canberra)

Steven Larkin
Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS, Canberra)

Geoff "Jacko" Angeles
Menzies School of Health Research (Darwin)

Proceedings

FACILITATORS

John Paterson, EO of AMSANT and **Geoff Richardson**, Branch Manager, Leadership Delivery in the Department of Families, Community Services and Indigenous Affairs (FaCSIA), co-facilitated the workshop.

The 'special guest leaders' shared their 'leadership and life stories' before joining the delegates during group discussion sessions to help guide them through the themes and ideas that emerged.

1948

The Commonwealth Citizenship and Nationality Act for the first time gives a category of "Australian Citizenship" to all Australians, including all Aborigines. However, at state level Aborigines still suffer legal discrimination.

1950

The first formal schooling for Aboriginal children in the Northern Territory is provided. Lack of facilities is rationalised by the claim that children "beyond the age of 10 couldn't keep up with white children anyway".

1953
The Northern Territory Welfare Ordinance makes Aboriginal people wards of the government, basically making Aboriginal adults and children, minors. Atom bomb tests are conducted on Maralinga lands at Emu, South Australia, code-named Operation Totem. A black cloud passes and many Aboriginal people suffer radiation sickness.



Opening Comments

“Patto” welcomed the participants and advised that the day is an opportunity for delegates to:

- consider the role they play as either leaders or emerging leaders in the business of Aboriginal and Torres Strait Islander health, both in the Northern Territory and, more broadly, in the Indigenous health movement across Australia;
- think about and discuss leadership issues in their communities;
- learn about successful grass roots initiatives from the people who are running them; and
- identify ways they and their community can contribute to improving health and wellbeing in their communities.

He advised that the topics to be covered would include:

- good practice and lessons learnt;
- the importance of community leadership, the way forward and taking action;
- Indigenous leadership - making a difference, models of success.

“Patto” referred delegates to the ‘Timeline document’ in their folder and asked them to think about the leadership involved in these key events because it would relate to an exercise they would be doing later in the afternoon.

Ice-Breaker



“Jacko” Angeles provided a brief, but hilarious, ‘ice-breaker’ to start the proceedings involving physical comedy, a classic yarn and a killer punch-line.

Traditional Welcome

Margaret Furber-Ross, a traditional owner of the Antulye Estate Group, which is one of the three Estate Groups that make up Lhere Artepe Native Title Aboriginal Corporation, welcomed delegates to Arrernte country.

Introductions

“Patto” invited delegates to introduce themselves and provide a brief outline of their backgrounds and their expectations from the workshop.

All delegates addressed the meeting with enthusiasm and pride and the variety of experiences, skills and personal histories was evident to all.

There was an expectation that the workshop would provide a ‘taster’ to leadership and inspire delegates to pursue professional and personal development opportunities under their own steam, with the support of AMSANT.

1954
The Australian Capital Territory Aboriginal Welfare Ordinance is passed. Before this, Aborigines in the ACT come under NSW law. Most Aborigines in the ACT are living at Jervis Bay. The ordinance is repealed in 1965.

1956
Further atom tests at Maralinga, South Australia (Operation Buffalo).

1961
The Australian Institute of Aboriginal Studies is formed in Canberra.

1962

The Commonwealth Electoral Act is amended to give the vote to all Aboriginal people. In NSW the prohibition on Aboriginal access to alcohol is removed.

1963

In July a bark petition against mining on the Gove Peninsula is drawn up by the senior men of the affected clans. On 28 August the petition is presented to the Governor-General. Although it is signed by more senior clan members, the Federal Government fails to recognise Aboriginal political structure and rejects the petition because of insufficient signatures.



Chairperson's Address

Paula Arnol, Chairperson of AMSANT and CEO of Danila Dilba Health Service in Darwin, began by acknowledging and paying respects to the traditional owners, the Arrernte people.

She welcomed delegates to the first AMSANT Leadership Workshop and advised that the identification and nurturing of potential leaders was a key priority in AMSANT's Strategic Plan 2006-09.

Paula advised that she has visited many communities and had met many inspiring people, leaders in their own right, doing valuable work on the ground to improve their communities, particularly in the area of health. She stated that AMSANT's aim was to support these people and the work that they do.

Furthermore, she stated that as hard and complex as the challenges may be, Indigenous people must continue to pursue a collaborative approach in the health sector if we are to have any hope of developing sustainable solutions to the many issues facing Indigenous people and their communities.

"As leaders in your communities you play an important part in this new, exciting (but sometimes daunting) era of change," she said.

"You leaders will be called upon, now and in the future, to inform governments on possible actions they can take to improve the future for Indigenous people and their communities. Our collective priority must lie in making communities healthier, safer and highly functional places for all community residents."

Paula congratulated delegates for their hard work and commitment to Indigenous health and said that: "Your presence here today is testament to the strong belief you have in your communities. I trust that you will enjoy the workshop and wish you all the success for the future."

1965

Northern Territory patrol officers 'bring in' the last group of Aboriginal people (the Pintubi) living an independent life in the desert. The Pintubi people are relocated to Papunya and Yuendumu.

1966

Stockmen and women at Wave Hill walk-off in protest against intolerable working conditions and inadequate wages. Charles Perkins and Margaret Valadian are the first Aboriginal university graduates.

1967

The Commonwealth Referendum Act passes. This ends constitutional discrimination and all Aboriginal people are now counted in the national census. It also means that the Federal Government can now legislate for Aboriginal people in the states and share the responsibility for Aboriginal Affairs with state governments.

The first census fully including Aboriginal people is in 1971.



Pat Miller

Working Together

“Patto” walked participants through the agenda and format of the program and advised that the objectives of the day were:

- To engage our delegates in the history, context and development of Aboriginal leadership;
- To stimulate thinking and the possible transformation of that thinking about the role delegates can play (individually and collectively) as leaders;
- To involve delegates in solution-solving activities, in small groups, using real-life leadership scenarios;
- To allow delegates to share their experiences, leadership aspirations and stories regarding their own Health Services;
- To enable delegates to hear stories and experiences from strong Aboriginal leaders and therefore be inspired to think and act in leadership capacities;
- To develop ‘pathways forward’ - where to from here? - for the delegates to consolidate their ‘learnings’ and get them interested in future activities eg future AMSANT Workshops, Office of Indigenous Policy Coordination Programs, in-house training for Health Services etc

He then proceeded to tell a story about his leadership journey.

Personal Journey

GEOFF (JACKO) ANGELES

“Jacko” Angeles presented his leadership story.

Personal Journey

PAT MILLER

Pat Miller presented her leadership story.

Personal Journey

BARB SHAW

Barb Shaw presented her leadership story.

Personal Journey

STEVE LARKIN

Steve Larkin presented his leadership story.

1968

Aboriginal workers are included in the Northern Territory Cattle Industries Award. Nabalco and the Federal Government sign an agreement giving Nabalco a 42-year special lease to mine bauxite near Yirrkala in the Arnhem Land reserve.

1970

People from Maningrida in the NT go back to a preferred way of life on their home estates. These estates were called ‘outstations’ and later ‘homeland centres’. By 1972 many people had moved back to their traditional homelands.

1971

Neville Bonner becomes the first Aboriginal Member of Parliament when he filled a casual Senate vacancy. In 1972 he is elected on the Liberal Party ticket in Queensland.

Evonne Goolagong wins the women's singles title at Wimbledon.

Noonkanbah station workers walk off.

Larrakia people 'sit-in' at Bagot Road, Darwin as a protest against theft of their land.



Styles of Good Leadership

Geoff Richardson presented his leadership story.

Geoff explained how he grew up in a Housing Commission area in the southern suburbs of Brisbane in an environment where there were very few Indigenous families (only four living on the same block as his family). He went to a High School which had 12 Indigenous kids out of a total of 1700 students, yet his parents always encouraged him and his siblings to believe in themselves and to strive to achieve.

He started his Public Service career in 1978 as a trainee in the Department of Aboriginal Affairs and stated that this experience opened up his world to the wider issues facing Aborigines and Torres Strait Islanders.

This experience motivated him and encouraged him to pursue a career in Indigenous Affairs.

Geoff said that working in DAA exposed him to a vast array of leaders, including people leading organisations, activists, people in the Public and Private Sectors, artists and academics, elders, fathers and mothers. He stated that he quickly became aware of the many significant acts of leadership, both in the past and in the present,

whereby Indigenous people had strived for a better deal for their people.

These acts included:

- lands rights campaigns eg Mabo, Wik, Noonkanbah, Gurindji, Yolgnu
- law and justice campaigns leading to such landmark enquiries as the Royal Commission into Aboriginal Deaths in Custody (RCIADIC) and the 'Bringing Them Home' report
- sit-ins and street campaigns to highlight the plight of our people; and
- campaigns in the fields of health, education and housing.

Geoff advised that from his perspective, the characteristics that stood out the most from the leadership role models in his life were:

- charisma - persistence - courage - honesty - vulnerability - commitment - integrity - sacrificing - generosity - a strong sense of social justice - networking capacity - self-awareness

He went on to say that of the four Indigenous families from his block:

- he and several of his siblings had established careers in the government;

- members of another family went on to establish the internationally acclaimed Bangarra Dance Theatre;
- another graduated as a Social Worker; and
- the fourth family produced the internationally acclaimed artist/filmmaker, Tracey Moffat.

From Geoff's point of view, the 'blacks' were the real 'achievers' in their neighborhood - demonstrating that given the opportunity our people could be achievers in their own right.

Geoff then made a presentation on the different "Styles of Good Leadership".

1972

The Whitlam Government introduces a policy of self-determination.

A community controlled Aboriginal Medical Service is set up in Redfern, Sydney; the first in Australia.

1974

Justice Woodward's (Aboriginal Land Commission) second report says "to deny Aborigines the right to prevent mining on their land is to deny the reality of their Land Rights". His report is accepted in principle by all political parties and most states.

1975

On 11 June, the Commonwealth Racial Discrimination Act comes into force. The National Aboriginal and Islander Health Organisation is set up. Gurindji people receive leasehold title to some of their traditional land in the Northern Territory. The World Council of Indigenous People is founded.



Smiler Guda Gada, Vincent Lingiari and Frank Hardy at Kalkaringi in 1987

What is leadership?

The word leadership can refer to:

- the process of leading
- the concept of leading
- those entities (organisations) that perform one or more acts of leading.

As you are aware, leadership can be, and is, displayed across many different levels and fields:

- in families/clans or tribal groups;
- in organisations or clubs;
- in workplace;
- in the business and government sectors
- in communities,
- on the State/Territory, National and International stage

Research reveals that the range of leadership "styles" cover, amongst other things, the following ten areas:

1. Vision - outstanding leaders articulate a vision consistent with the deeply-held values of followers, a vision that describes a better future to which the followers have a legal or moral right.
2. Passion and Self-Sacrifice - leaders display a passion for, and have a strong conviction of, what they regard as the moral correctness of their vision.

They engage in outstanding or extraordinary behaviour and make extraordinary self-sacrifices in the interest of their vision and goal.

3. Confidence, Determination, and Persistence - outstanding leaders display a high degree of faith in themselves and in the attainment of the vision they are projecting and believe in. Such leaders need to have a very high degree of self-confidence and moral conviction because their goal usually challenges the status quo (the current way of doing things) and, therefore, may offend those who have a stake in preserving the established order.

4. Image-Building - outstanding leaders are self-conscious about their own image. They recognise the need of followers to see them as competent, credible, and trustworthy.

5. Role-Modeling - 'leader image building' sets the stage for effective role-modeling because followers identify with the values of role models whom they view in positive terms.

6. External Representation - outstanding leaders act as spokespersons for their respective organisations and symbolically represent those organisations to external constituencies (stakeholders or to the wider public)

7. Expectations of, and Confidence in, Followers - outstanding leaders communicate expectations of

high performance from their followers and strong confidence in their followers' ability to meet such expectations.

8. Selective Motive-Arousal - outstanding leaders selectively arouse those motives (or beliefs) of followers that the outstanding leaders see as of special relevance to the successful accomplishment of the vision and mission.

9. Frame Alignment - to persuade followers to accept and implement change, outstanding leaders engage in "frame alignment". This refers to the linkage of individual and leader views and objectives such that some set of followers' interests, values, and beliefs, as well as the leader's activities, goals, and ideology, becomes aligned or interwoven and complementary.

10. Inspirational Communication - outstanding leaders often, but not always, communicate their message in an inspirational manner using vivid stories, slogans, symbols, and ceremonies.

1976

The Aboriginal Land Rights (Northern Territory) Act is passed by the Federal Parliament. It provides recognition of Aboriginal land ownership by about 11,000 Aboriginal people. It enables traditional Aboriginal lands to be granted to the Aboriginal Lands Trust. The Pitjantjatjara Council is formed.

1977

NSW Land Council is established by Aboriginal people in Sydney. The Northern, Central and Tiwi Land Councils are established under the Land Rights (NT) Act. Mr Justice Toohey is appointed Land Commissioner in the Northern Territory.

Pat O'Shane becomes the first Aboriginal law graduate and barrister. The Kimberley Land Council is formed. It received no Government assistance. The Northern Territory is given self-government by the Fraser Government. The Northern Land Council and Commonwealth Government signed the Ranger uranium mining agreement.

Topic Group One

Delegates were asked to consider the styles of leadership and workshop, at their tables, the following topics:

- What are the characteristics of a strong/effective Aboriginal leader?
 - Vision. Passion. Self sacrifice. Confidence. Determination. Persistence. Role model. Flexible communicator. Integrity. Honesty. Assertiveness. Resilience. Approachable. Respectful. 'Open door' policy. Team player. Consistent. Pro-active. Listening and validating. Sets goals. Nurtures and encourages individuality. Supports the aspirations of youth. Empowers his workers and followers. Invests time and resources in his people.

- What's preventing you from being a more effective leader?

Limited opportunities. Lack of resources and finance. Limited training opportunities. Lack of skills, knowledge and education. Lack of confidence. Lack of guidance, support and direction. Lack of experience in networking (internal/external). Poor communications. Low status in the community.

- What support do you need to improve your leadership capability?

Mentors and coaches. Formal and informal training. Opportunities. Support from management and staff. Community support. Access to knowledge and resources. Flexibility within the organisation.

- How can we support our leaders (what are the qualities of a good follower)?

Understanding. Be open-minded, fair, positive and accountable. Know your boundaries. Be non-judgemental. Believe in 'the cause'. Undertake on-going learning. Give positive and constructive feedback. Self respect. Create positive relationships.

- How can we develop leadership in our communities, particularly amongst our youth?

Provide forums for youth to speak out. Provide mentors and exposure. Provide vision. Opportunities are needed for personal development and growth. Build on 'natural born' leaders and enhance their existing qualities.

- What are the pressures facing our leaders?

Cultural and family obligations. Jealousy from "our own mob". Trying to please everyone. Heightened expectations on their performance. Social, political and professional barriers. Racism. Stereotypical views of Indigenous people. Keeping focussed and staying humble. Pressures of failure.



The Katherine West mob - listening, thinking and speaking out.

Individual Exercise

Delegates were asked to consider the qualities of the leadership role models they have (or had) in their lives and then nominate one male and one female. These were displayed on a board for the delegates to observe. The list is as follows:

Role models and leaders, nominated by delegates

MALE

Vincent Lingiari Leader of the Wave Hill walk-off - "He took risks but stood up for his people despite over-whelming odds."

Graham Ross Volunteer Alice Springs youth worker - "He's always looking out for the young people."

Nelson Mandela Freedom fighter - "Very determined!"

Harold Thomas Artist - "He unified indigenous people by designing the Aboriginal flag."

Mick Dodson Indigenous leader and lawyer - "Inspirational."

Ian Lew-Fatt Health worker; sole parent - "Full of love and support"

Kostya Tsyu Australian boxer (formerly of Russia) - "Rose from poverty and obscurity."

Mick Miller "Courage and vision."

'My father' "He told me I could do and be whatever I wanted."

'My cousin' "For always thinking of other people first."

'My brother' "Left school in Year 9 to support the family. Always worked and never went on the dole."

Martin Luther King "For leading his people to a better life."

Mahatma Gandhi "For his peaceful ways and struggle for justice."

FEMALE

Marion Scrymgour NT Member for Arafura; health activist - "Puts the interests of her people first".

Lowitja O'Donoghue Former ATSI leader - "Dignified and strong!"

Cathy Freeman Athlete; 2000 Olympic gold medallist - "A true legend!"

Pat Anderson Lifelong health activist; former EO of AMSANT - "Always has time for you if you have a problem. Inspirational and committed."

Marcia Langton Aboriginal academic and philosopher.

Pat Turner Bureaucrat. "Leading the way for our people."

'My mother' "Always working hard for her kids and her community."

Stephanie Bell "She's a real force in health and works hard for all indigenous people."

Julie McDowall House parent at Yirara College - "An excellent listener, gives good advice and tells a great yarn."

Pitjantjatjara people of South Australia are granted land under the Pitjantjatjara Land Rights Act (SA). A large area of the state is returned to the Anangu Pitjantjatjara.

1982

Victorian Premier Cain announces legislation is to be passed recognising the Aboriginal ownership of the Framlingham Forest near Warrnambool. Death of John Pat in Roebourne (WA) gaol, the first death in custody to be widely protested and eventually leads to the setting up of the Muirhead enquiry.

Topic Group Two

Delegates were asked to consider the Indigenous Australia Timeline Contact documents (1901-1969) and (1970-2000), select a key event and explain what leadership was involved in making the event happen.

Report Back Session

Remarkably, all four discussion groups reported back on the same topic - the 'walk-off', or strike, from the Wave Hill station by stockman Vincent Lingiari and the Gurindji, Ngarinmann, Bilinara, Warlpiri and Mudbara peoples from 1966 to 1975.

Mr Lingiari and his mob sat down on their traditional lands at Daguragu (Wattie Creek) and refused to return to work for Vestey's, a huge British pastoral company in 1966.

"This bin Gurindji country long time before them Vestey's mob," he said.

At the time, the Gurindji stockmen and their families lived in corrugated iron humpies without floors, lighting, sanitation, furniture or cooking facilities. Or decent wages. Billy Bunter Jampijinpa, who lived on Wave Hill Station at the time said: "We were treated like dogs. We were lucky to get paid the 50 quid (\$120) a month we were due, and we lived in humpies you had to crawl in and out on your knees. There was no running water. The food was bad - just flour, tea, sugar and bits of beef like the head or feet of a bullock. The Vestey's mob were hard men. They didn't care about blackfellas."

Despite Vestey's offer of better wages and improved conditions, Mr Lingiari and his people refused to return to work. They wanted their land back!

Pincher Manguari said at the time: "We want them Vestey mob all go away from here. Wave Hill Aboriginal people bin called Gurindji. We bin here long time before them Vestey mob. This is our country, all this bin Gurindji country. Wave Hill bin our country. We want this land; we strike for that."

Public opinion in support of the Gurindji grew across the nation but it wasn't until 1975 that the Whitlam Labor Government negotiated with Vestey's to give the Gurindji a portion of their land back. (Wikipedia)

The four discussion groups agreed that the Wave Hill Walk-off had inspired Indigenous people across the nation and across the world. Vincent Lingiari had been a marvellous role model to all Aboriginal people and had also greatly impressed non-Indigenous Australians with his perseverance and dignity.

The discussion groups identified Mr Lingiari's leadership qualities, including: honesty; integrity; self-sacrifice; resilience; humility; respect of culture and people; perseverance; consistency; bravery; reliability; passion; vision.



Danila Dilba staff during group discussion at workshop

Where to From Here?

Paula Arnol and John Paterson led the group in a discussion about where to take this leadership exercise from here. Delegates were reminded that their own leadership journey was unique to them and as such, change must start with them on an individual level. They were asked to reflect on what they had learnt from the day and to consider what changes they could begin to make in order to improve their leadership capabilities.

Delegates were encouraged to apply for the FaCSIA Leadership Development Program and were encouraged to network with one another as a means of supporting their leadership development.

Comments from the delegates included:

- A request for further leadership workshops and programs;
- A request that AMSANT write a letter of support to member organisations encouraging them to support leadership development amongst the staff (and directors);
- That future leadership programs be outcome (and health) focussed.

Agreed actions:

- AMSANT to explore the possibility of establishing a working group from the delegates to progress work on leadership programs/funding;
- AMSANT to explore the possibility of establishing a leadership sub committee to the AMSANT Board;
- AMSANT gave a commitment to work with the Australian Government and external parties such as Oxfam Australia, to pursue funding for the development and implementation of a leadership program for AMSANT members;
- AMSANT agreed to provide a report on the Workshop Proceedings and a DVD and distribute them as a matter of urgency;
- AMSANT/FaCSIA agreed to provide delegates with a list of available 'leadership' programs;
- AMSANT agreed to provide an email list to assist delegates to network.

CLOSE

On behalf of AMSANT, "Patto" thanked:

- Oxfam Australia for their generous support for the workshop
- All the special guests and the delegates for their contribution to the workshop
- The Centre for Appropriate Technology for the use of their facilities
- The AMSANT staff for contributing to the success of the workshop.

Patto closed the workshop at 5.00pm.



Samone Sallik from Anyinginyi Health Service worked hard all day.

1985

The Pitjantjatjara council makes an agreement with Amoco Petroleum for exploration on 20,000 square kilometres of their land.

Evaluation

Evaluation surveys were sent to the delegates immediately following the end of the Leadership Workshop.

Participants were generally very pleased with the day's program, the presenters, the group discussions, the venue and the catering.

While delegates appreciated the stories from the 'guest leaders', many would have preferred more interactive sessions between delegates to discuss current health and media issues.

Many delegates said they thought the workshop should be two days long to allow for deeper discussions between aspiring leaders and to provide better opportunities for personal networking.

"The personal journeys of the guest leaders were very inspirational and showed us the

opportunities and challenges that us younger people have ahead of us," one Aboriginal Health Worker (AHW) said. "AMSANT always makes everyone feel welcome and it was great to see so many young people at the workshop."

"The workshop was very good and things moved along at a good pace; there wasn't a chance to get bored or bogged down in the discussions," one delegate responded. "But I think we need more group discussions and role-playing in the future."

Another AHW said: "The small interactive groups were very useful, especially as we were 'feeding back' to the main group and practicing our public speaking. A two-day workshop would be better so we could get to know each other better on the first day and then set up the theme for the second day."

"There should have been more time to ask questions of the guest leaders and to allow participants to share their own stories," a delegate from Tennant Creek said. "I would also have liked to include personal goal-setting so we could report back on our progress at the next workshop."

"The activity questions on leadership were the most useful to me as it allowed the groups to interact and have discussions - it was interesting how different some of our ideas and opinions were," a Darwin AHW said. "The speakers gave me more

motivation to keep moving forward and to think about where I want to be in the near future."

Another young delegate said: "Networking is clearly important to good leadership so I'd like to see new opportunities for us to meet up with our colleagues from other health services much more regularly. This workshop has been a great start in that process!"

"The venue was great and the food was lovely, with lots of choices," said one Katherine worker. "AMSANT made everyone welcome and the staff provided great support to their guests all day - nothing was too difficult for them. And I was very pleased to see so many young leaders emerging and evolving. We definitely need more workshops of this kind to keep up the momentum!"

"The Centre for Appropriate Technology was the perfect place for the workshop as there were both indoor and outdoor meeting facilities and a good atmosphere throughout the venue," one delegate remarked. "I think we got a really good taste of our leadership opportunities at the workshop and believe that us younger people can now take responsibility for organising the next AMSANT workshop. It's time for some of us to step up to take control of our future!"



Special guest leaders: (l to r) Geoff Richardson, Paula Arnol, Steve Larkin, Pat Miller, John "Patto" Paterson, Geoff "Jacko" Angeles" and Barb Shaw.

Margaret Furber-Ross

Biography for Margaret Furber-Ross, Arrernte Traditional Owner (Alice Springs)

Margaret was born in Alice Springs and is a traditional owner of the Antulye Estate Group, which is one of the three Estate Groups that make up Lhere Artepe Native Title Aboriginal Corporation.

She spent her school years in Alice Springs and Adelaide before graduating from Charles Darwin University with Certificates 3 and 4.

Margaret was recruited to the Public Service where she worked for 30 years in Darwin and Alice Springs in the following areas: Family & Children's Services, Health Development, Sexual Health, Health promotion, Positive Behaviour Support Unit and the Menzies School of Health Research.

She is currently working for Anglicare with seven FaCSIA clients in a 'group home' and is the Acting Deputy Chair of the Lhere Artepe Working Executive.

Paula Arnol

Biography (in her own words)

Paula Arnol, AMSANT Chairperson and CEO of Danila Dilba Health Service (Darwin)

I am an Indigenous woman from Cairns who has lived in the Northern Territory for more than 20 years. I am 38 years of age with three beautiful children (one of them a teenager!) and a very supportive partner. My family consists of three brothers, two sisters and my mother who continues to love, teach and guide us everyday.

I am the Chief Executive Officer at Danila Dilba Health Service in Darwin, a position that I have held for the past two and a half years. One component of the CEO's role is to have a 'big-picture perspective' that allows me to develop foresight for future planning and growth, for better health outcomes for Aboriginal people.

I need to be informed and have

the right information, so I sit on numerous boards representing both Danila Dilba Health Service and Aboriginal Health issues generally. Such Boards include: Cooperative Research Centre for Aboriginal Health (CRCAH), Northern Territory Aboriginal Health Forum (NTAHF) and I am the Chairperson of the Aboriginal Medical Services Alliance Northern Territory (AMSANT).

I always acknowledge that my learning has come from many people who I have had opportunities to listen to and observe how they go about achieving their goals. From them I continue to grow in my own style. But I never forget them when I use something they have told me or something I have learnt from them.

Before my new career in Aboriginal health, I had more than 14 years' experience working with disadvantaged young people. I look back on those years as giving me a foundation for the work that I can achieve today. The 'life learnings' and experiences that the young people have shared with me makes me the person I am.

My life as a leader is very busy and there

never seems to be enough time. Being busy is also tiring and when we get too tired we lose sight of what we want to achieve and our motivation drops.

So my biggest task is trying to balance my career as a leader in Aboriginal health, and spending enough time with my family and friends. Family and friends keep me focussed and fresh, and they also help me to keep my feet on the ground.

My family, and my friends in my community, are why I want to work in Aboriginal health and they keep me motivated to deliver outcomes that enable Aboriginal people to live healthier, longer lives.

John "Patto" Paterson

Biography of John "Patto" Paterson, AMSANT Executive Officer (Darwin)

"Patto" was appointed as the Executive Officer of AMSANT in June 2006 and immediately outlined his priorities for the organisation in the coming years.

"My goal is to strengthen and enhance our

community controlled health services in the NT so we can improve both the quality and duration of life for Aboriginal people," John says. "I'm particularly keen to help improve the mental health of the people in our region, with a holistic approach to primary health care.

"AMSANT is now able to provide better corporate support for our 22 health services in the areas of IT, governance and the development of policies and procedures for their internal systems.

"I hope to build on the AMSANT's strong history of advocacy and to continue lobbying the territory and federal governments to acknowledge the on-going success of the Aboriginal community controlled health sector.

"We'll also be pushing hard for the further roll-out of the Primary Health Care Access Program (PHCAP) to improve the access of Aboriginal people to comprehensive primary health care services."

"Patto" says he is also very keen to identify and nurture future Aboriginal leaders and to help prepare them for senior positions within the community controlled health sector.

He was born in Darwin in 1958. His

grandmother's people are the Ngalakan whose traditional country is near Ngukurr, on the Roper River.

Professional appointments:

CEO, Wurli Wurlinjang Health Service
ATSIC State Manager, Victoria
ATSIC State Manager, South Australia
ATSIC Regional Manager, Broome
ATSIC Regional Manager, Murchison
/Gascoyne

Senior Advisor, NT Minister for Aboriginal
Affairs (Acting) Director of NAALAS (North
Australian Aboriginal Legal Aid Service)
ATSIC Commissioner, NT (North Zone)
Council Liaison Officer, Northern Land
Council

John has represented ATSIC at the United Nations Working Group of Indigenous Populations in Geneva, and at Indigenous economic conferences in Canada.

In 1992 he graduated from Edith Cowan University with a Bachelor of Social Science (Human Services) and has completed leadership courses with the Australian Rural Leadership Program.

Interests:

"Patto" played 213 games of AFL for the Darwin Football Club (the 'mighty Buffaloes') and captained their NTFL Premiership team in 1980. He was twice selected for the NT News "Team of the Year" and is a Life Member of the NTFL and the Darwin Football Club.

Nowadays, John prefers to spend time with his wife and family including six children and nine grand-children, or to do some gardening, gentle walking or playing golf.

John also enjoys discussing Aboriginal affairs with his friends and contacts, and spends time encouraging young people to excel in their studies and their work. He believes the mentoring and coaching of young people is central to the development of Aboriginal people and their communities.

1993

International Year of Indigenous People.
On 30 June 1993 the Wik people make a claim for native title in the Federal Court of Australia for land on the Cape York Peninsula in Queensland.
Native Title Act does not pass through Parliament until December 1993.

"Jacko" Angeles

Biography of Geoffrey "Jacko" Angeles, Menzies School of Health Research (Darwin)

Kungarakan/Gurindji/Rirritjingu

Born and bred in Darwin.

Birth certificate Address: Hut 31, Parap Camp.

"Jacko" has been working at the Menzies School of Health Research for more than 12 years on a range of research projects that primarily affect Aboriginal people in the Northern Territory. He has also visited the Navajo and White Mountain Apache in the USA to learn of their ways of delivering health projects, such as vaccination programs. He has worked in the Torres Strait Islands on a project that looked at healthy children for the future.

"Jacko" has travelled widely in Indonesia, New Zealand, the USA and Malaysia. He holds a Degree

in Community Management & Development and a Diploma in Frontline Management.

As a fish-trap builder in 'crocodile territory', he also likes cooking, hunting and fishing, and would hope one day that many of our people revert back to some of the 'old healthy ways'.

"Jacko" is concerned for the future of Aboriginal people, especially in the areas of health and well-being, education, and leadership. He admits that 'leadership' will still be a hard road to travel, but feels that if we do things the right way, and respectfully, we can achieve anything we want - for ourselves and our people.



Some of the delegates listening to 'feedback' from Congress.



Spencer Martin from Sunrise Health Service grabs the mike to tell his story.

Pat Miller

Biography of Patricia "Pat" Miller, Deputy Administrator of the Northern Territory (Alice Springs)

Dr Patricia Miller, AO was born in Alice Springs of a Scottish/Arrernte father and traditional Alyuwarre mother. She grew up on the Angus Downs cattle station which was owned by her paternal grandfather William Herle Liddle and then jointly owned by her father Milton Liddle and her Uncle Arthur Liddle. Pat spent her formative years out bush before moving back to town permanently.

She was educated at public school to Intermediate level before getting a job as a clerical/sales person and cashier in the private sector for nine years in local businesses.

After getting married and raising two sons Pat went back to secondary studies after seven years working at home. She joined numerous community groups to improve life for the local children eg school councils, sporting committees, women's groups, Little Athletics etc.

In 1976 she assisted, and was employed for a brief time with, the Fred Hollows Eye Trachoma team when they toured the outback to assess the disease among the Aboriginal people of Central Australia. Pat was one of hundreds whose eyes he tested.

Feeling the need for more career options, Pat then successfully completed the Public Service Entrance Certificate and was employed at the Central Australian Aboriginal Legal Aid Service (CAALAS) in 1978 as a clerical filing clerk.

Initially, she assisted with 'reception' and did field-work within town limits. Her exceptional work and the respect she earned from the community saw her quickly promoted to Administration Officer and then, just four years after joining CAALAS, she was appointed as the Director.

Even with her heavy work-load, Pat has continued to work voluntarily in many community groups.

In recognition of this she was awarded the NAIDOC Award for Central Australian Aboriginal Person of the Year in 1995.

In 1997 Pat received a further NAIDOC Award in recognition of her continuing work for Aboriginal people.

She was later appointed the as Northern Territory's Deputy Administrator and was awarded the Northern Territory Australian of the Year in 2004. She is the recipient of the Officer of the Order of Australia, AO, and an honorary Doctorate of Letters.

Pat enjoys mentoring young people and sharing her experiences and skills with them.



Leshay Maidment and Fiona Haddon (Congress) share their ideas.

1994

Native Title Act 1993 becomes law on 1 January.
The Going Home Conference in Darwin.
Representatives from every state and territory met to share experiences and expose the history of the removal of Aboriginal children from their families and the effects of this policy on Aboriginal people.

1995

Justice Drummond in the Federal Court makes a decision that the claim of the Wik and Thayorre Peoples could not succeed over the areas that were subject to pastoral leases. The Wik and Thayorre peoples appeal to the High Court.

Barb Shaw

Biography of Barb Shaw

General Manager, Anyinginyi Health Aboriginal Corporation (Tennant Creek)

"Young people need to be inspired to further develop their leadership roles in the health sector and I hope this workshop will give young people a strong boost in that direction. We hope they can go away with a new confidence and a new desire to be leaders in their profession."

Barb was born in Alice Springs to a Kaiditch mother from Barrow Creek, while her father's country is in the North Barkly Tablelands.

After attending school in Alice and Adelaide, Barb left home, "to experience what life was like outside that small town of Alice Springs".

"I had no idea what I wanted

to do when I left school so I started a series of jobs before travelling around Australia for a while," Barb says.

"It's funny really - my first job was as a cleaner at the old Alice Springs hospital so you could say I've really worked my way up from the bottom in the health sector."

After working in a bakery on the night shift for a while, Barb completed her training as an Enrolled Nurse and began nursing in the public and private sectors.

Sensing a need to expand her career yet further, Barb completed a degree in community management at Curtin University in Perth, later returning to Curtin as a Lecturer.

Barb returned home three years later and was soon working as a government bureaucrat and manager in regional and remote health in the Barkly region. Barb first joined Anyinginyi Health Aboriginal Corporation in 2001.



Delegates moved outside for the Where to from here? session.

Steve Larkin

Biography of Steve Larkin, Principal of the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS, Canberra)

A Kungarakany man from Darwin, Steve Larkin has been the Principal of AIATSIS since June 2004. Prior to this, Steve acted as Principal for nine months and was Deputy Principal for two and a half years. He has also been Adjunct Associate Professor in Indigenous Health at James Cook University since 2002, and maintains both an ongoing personal and professional interest/involvement in Indigenous Australian health.

Steve spent more than 17 years working in health and community development programs in urban, rural and remote Aboriginal communities throughout the NT.

His previous positions include National Aboriginal Health Advisor to the Australian Medical Association, inaugural CEO of the Secretariat of the National Aboriginal Community Controlled Health Organisation (NACCHO), Assistant Secretary in the Commonwealth Office of Aboriginal and Torres Strait Islander Health (OATSIH), and a

short stint managing the national Indigenous Employment Program within the Department of Employment, Workplace Relations and Small Business.



The Danila Dilba group were talking up a storm

1996

The Jawoyn people in the Katherine region of the Northern Territory sign on to the largest single commercial deal in Australian history involving Aboriginal interests, at the Pegasus Mt Todd Gold Mine. The Wik Decision - the High Court reversed Justice Drummond's judgment. The High Court found that pastoral leases did not necessarily extinguish native title and that both could co-exist.

1997

National Sorry Day
on 25 May -
a day for organisations
to apologise for the removal
of Aboriginal children
from their families.
The 700-page report
'Bringing them Home'
was tabled in Federal
Parliament.

Geoff Richardson

Biography for Geoff Richardson,
Department of Families, Community
Services and Indigenous Affairs (FaCSIA,
Canberra)

Geoff was born and raised in
Brisbane to a Torres Strait Island
mother (from Murray Island - Mer) and
an Aboriginal father (from Mona Mona
Mission near Cairns).

Geoff has been a Commonwealth
Public Servant for over 28 years.
During his career, he has been a
Regional Manager in both the
Aboriginal Development Commissions
and in ATSIC; a Deputy State
Manager (ATSIC, Qld) and a National
Policy Manager (ATSIC and FaCS).

Geoff has been a manager for over
24 years and a Commonwealth Senior
Executive Services Officer (SES) for
11 years. He has delivered Programs
at the regional level, managed
Indigenous Affairs at a State level;
and has also managed high level
Policy areas at the national level.

He has been a member and a Board
member of a number of Indigenous
organisations and is currently on the Board of
the Beizam Koedal Torres Strait Islander
organisation in the ACT.

He has a keen interest in Community
Development policy.



David Lane of Sunrise Health Service keeps an eye on the news.



Des McKenzie (AMSANT staff) and Joseph Cox (Katherine West) talk turkey.

MILESTONE EVENTS FOR INDIGENOUS AUSTRALIANS 1901 - 2000

Timeline at: Australian Museum Online
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1998

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Act brought about by the
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2000

People's Walk for
Reconciliation across the
Sydney Harbour Bridge on
Sunday 2000.



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