



REIMAGINING PUBLIC ADMINISTRATION: First Peoples, governance and new paradigms

Federation Square, Melbourne
20-21 February 2019

POST-CONFERENCE REPORT

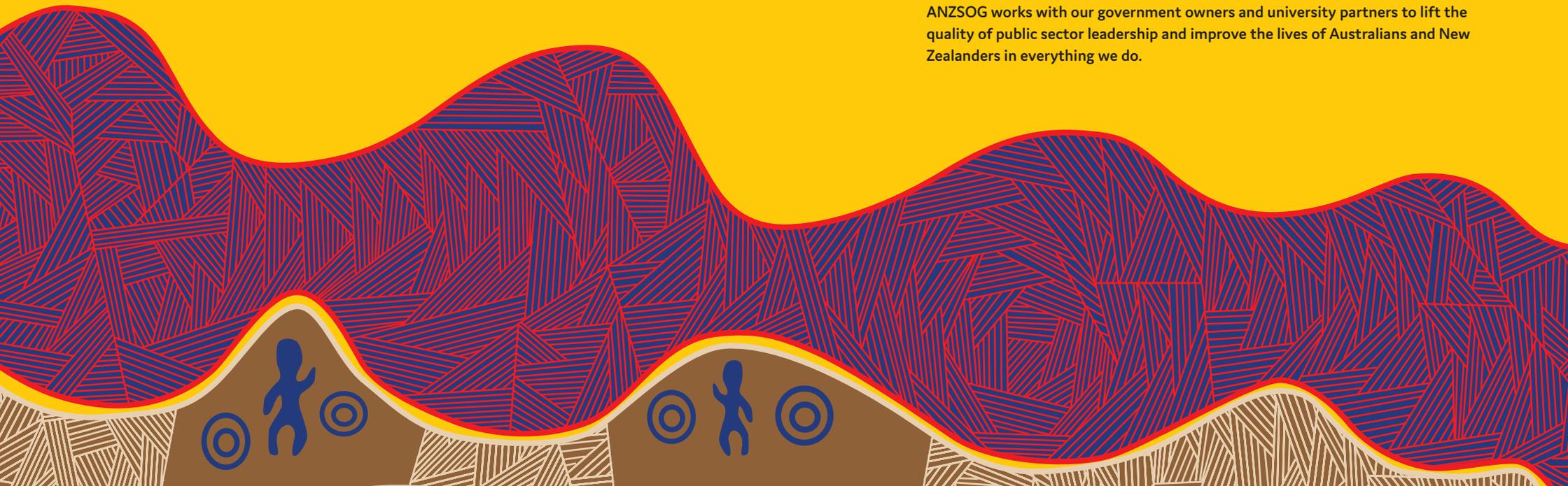
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School Of
Government

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ANZSOG works with our government owners and university partners to lift the
quality of public sector leadership and improve the lives of Australians and New
Zealanders in everything we do.



Acknowledgements



ANZSOG acknowledges the Traditional Custodians and First Peoples of Australia and Māori, as tangata whenua and Treaty of Waitangi partners in Aotearoa-New Zealand.

The 2019 *Reimagining Public Administration* conference was held at Federation Square, Melbourne on the lands of the Kulin Nations. Wurundjeri Elder Aunty Di Kerr provided the Welcome to Country.

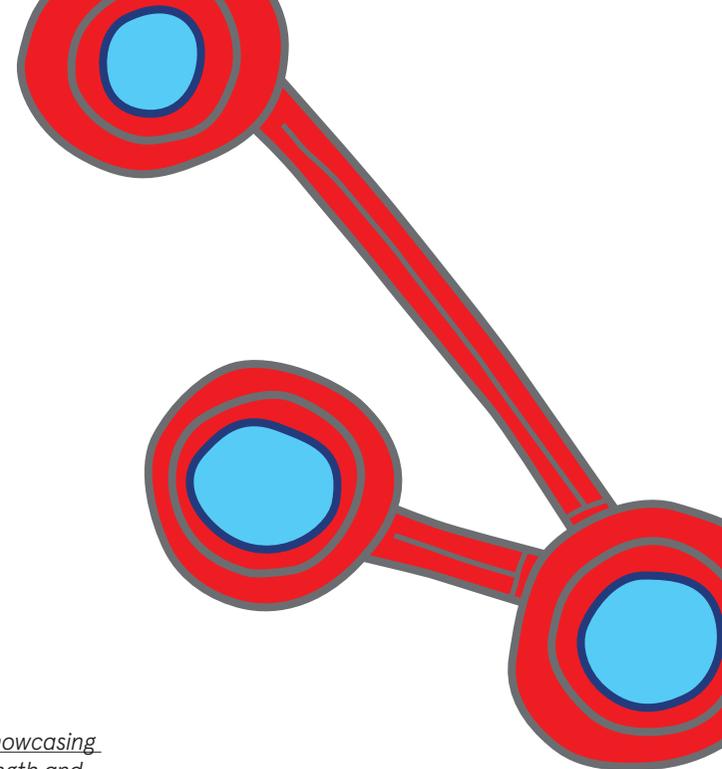
Thank you to Uncle Rocky and Mitch Mahoney for sharing their cultural knowledge during the *Birrarung Wilam* tours.

The conference was made possible by the generous financial support of the Australian Department of the Prime Minister and Cabinet, and the support of the New South Wales and Tasmanian Governments. Other governments supported the conference by sending delegations to attend.

The inaugural *Showcasing Indigenous Strength and Leadership in Public Administration awards* were sponsored by the Chartered Accountants Australia New Zealand (CAANZ).

ANZSOG acknowledges the unique work that Melbourne-based Wemba Wemba artist Emma Bamblett created for the conference. 'Journey' represents coming together, journey and connection - all principles behind *Reimagining Public Administration*.

This report was designed by Andrea Stanning Design.





Message from ANZSOG Dean and CEO, Professor Ken Smith



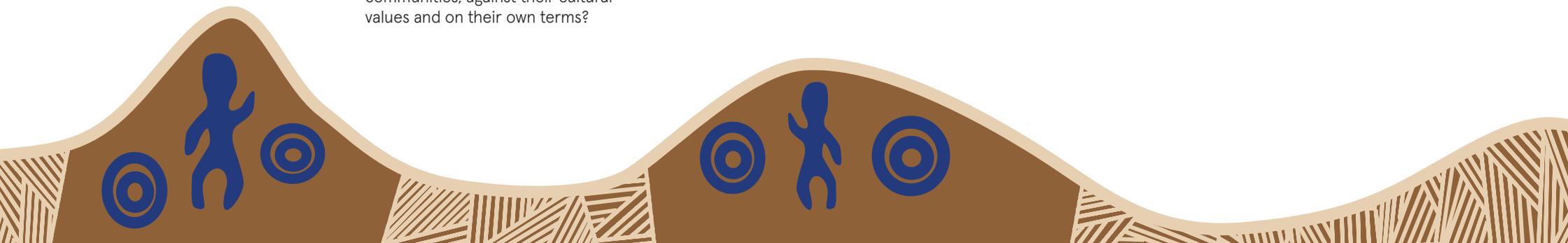
Deliberations at the conference raised some important questions for public sectors in Australia and New Zealand.

How do we reimagine governance structures and service delivery?
How do we include Indigenous communities in every part of the policy cycle, from design to evaluation, and what does it look like when we do?

How can we think beyond metrics like the Australian Closing the Gap targets – with their focus on deficits – to ways of measuring the success of Indigenous communities, against their cultural values and on their own terms?

It is clear that the public sector needs to value Indigenous knowledge and culture, not just for their importance to Indigenous communities, but for the broader community. From this basis, we need to build Indigenous capability within our public services and embed Indigenous views and practice within public policy and service delivery.

The stories, experiences and wisdom we heard from speakers and delegates at the 2019 conference will form a foundation through which ANZSOG will continue its journey to improve the representation of First Peoples' knowledge, wisdom and experiences in the work we do in our core areas of developing public sector leadership, through teaching, learning and research. We must do this if we are to achieve our objective of educating, inspiring, enriching and connecting the public services of Australia, New Zealand and beyond.



Introduction

ANZSOG's Reimagining Public Administration: First Peoples, governance and new paradigms conference provided the opportunity for public servants, community leaders and academics to come together to reimagine the future of Indigenous Affairs in Australia and Aotearoa–New Zealand.

The conference built on the October 2017 *Indigenous Affairs and Public Administration: Can't we do better?* conference held at the University of Sydney, which looked back at the last 50 years of Indigenous Affairs in Australia and New Zealand to examine what needs to change to achieve better results for Indigenous communities.

The 2019 conference focused on the future, with speakers challenging delegates to reimagine a new path for Indigenous Affairs.

A diverse group of expert speakers were joined by over 430 delegates from across Australia and New Zealand. They represented a range of sectors – public, university, not-for-profit and private – and covered a range of subject matters including health, education, leadership, tourism, families, Treaty and the environment.

The conference garnered a large digital audience, including more than 18,000 hits to the ANZSOG website and 20,000 video views across social media. #FirstPeoples2019 trended Australia-wide during the conference, with approximately 1 million people reached via the hashtag. More than 10,000 people were engaged on Facebook throughout and in the lead up to the conference.

The program consisted of a series of plenaries, including a keynote speech from Professor Marcia Langton AM, Associate Provost and Foundation Chair of Australian Indigenous Studies at The University of Melbourne, along with four parallel streams reimagining:

- > leadership
- > relationships
- > service systems
- > and knowledge systems.

The conference dinner recognised strength and leadership through community awards, cultural entertainment and a keynote address from the 2014 Australian of the Year, Adam Goodes.

“We must all take responsibility to imagine a future where Indigenous people thrive and we must do whatever it takes to reach that future.”

– Professor Marcia Langton AM

54 speakers:
[47 Indigenous
7 non-Indigenous

[26 female
28 male speakers

**10 jurisdictions in
Australia and
New Zealand**

**4 sectors
3 countries**

**430 delegates
from across
Australia
and New Zealand**



Professor Marcia Langton AM, Associate Provost and Foundation Chair of Australian Indigenous Studies at the University of Melbourne

Four consistent messages emerged during the conference

1

Give communities more control

Communities need the money, authority and power to identify their priorities, make their own investment decisions, and deliver their own services. Empowered communities exercising Indigenous jurisdiction can deliver better and more efficient outcomes for First Peoples. Self-determination for Indigenous communities should not be viewed as undermining government authority. Instead, Indigenous jurisdictions can complement local, state and federal governments as partners in Indigenous public administration.

2

Everyone can learn from Indigenous ways of knowing and being

Governments must support the expression, continuation and celebration of Indigenous language, culture and knowledge. Culture is essential to the wellbeing of Indigenous communities and investing in culture can improve trust and relationships between communities and government. Indigenous culture is also central to mainstream Australian and New Zealand cultural identity and positioning our countries as thought leaders. Public services can benefit from embedding Indigenous ways of knowing and being across their operations, in policy design, community engagement and implementation. This includes better policy and practice relating to the environment and water, data collection, and education.

3

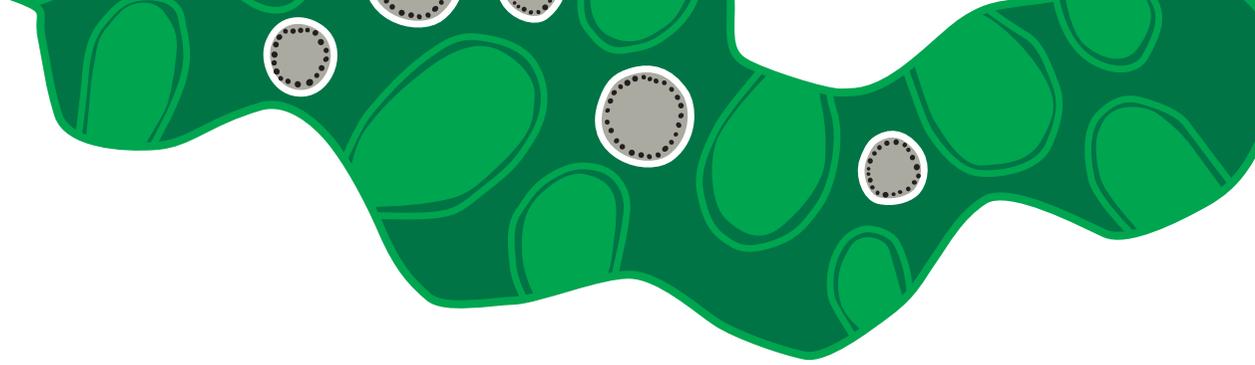
Representation matters

We need Indigenous people represented across the public service at all levels, and particularly as senior decision-makers. Indigenous people bring unique perspectives, knowledge and experience and can challenge the status quo to effect positive change for communities.

4

We are all agents for change

We all have a responsibility to challenge our own mindset and the mindsets of the people we work with, to achieve change in Indigenous public administration. While systematic changes and reimagining may be necessary in the long run, every individual can challenge the way things have always been done and assumptions about what works for communities. Individuals must reimagine themselves, their role in the system, and their relationship with Indigenous people and communities. Indigenous public servants must also reimagine themselves as leaders who have a right to be present, a story to tell, and a voice to be heard.





CONFERENCE SUMMARY



Performance by Noongar and Yamatji man Brent Watkins from Culture Evolves

Opening Remarks

The conference opened with a warm Welcome to Country from Wurundjeri Elder Aunty Di Kerr, and a captivating dance and yidaki performance from Culture Evolves.

A panel of senior public servants representing Aboriginal, Torres Strait Islander and Māori perspectives framed the conference and proposed an approach for delegates to engage with the conference sessions. Leilani Bin-Juda PSM, Torres Strait Islands Treaty Liaison Officer, Department of Foreign Affairs and Trade, stressed the importance of Indigenous public servants coming together regularly, to share experiences and build strong networks across agencies. The Australian Institute for Aboriginal and Torres Strait Islander Studies (AIATSIS) CEO Craig Ritchie engaged directly with the theme of reimagining, inviting delegates to:

1 Be serious about the challenge of reimagining

"We often get caught up in day-to-day operations but need to make time to think about what we do and why we do it."

2 Reimagine the narrative

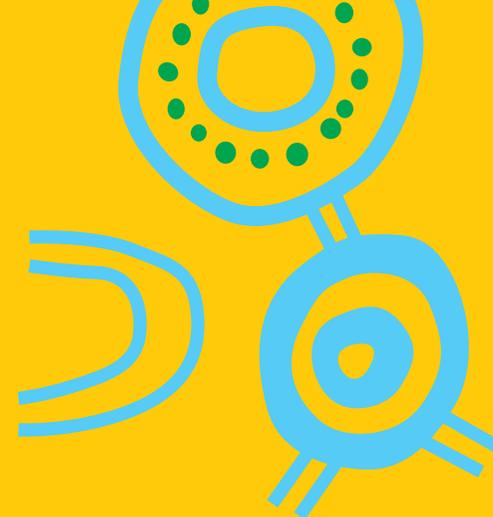
"To ensure we are telling our own stories as Indigenous peoples." Ritchie noted that public servants can tend to think about processes, structures and operations and forget the power of narratives and stories to change peoples' lives

3 Reimagine the task

"So we don't focus solely on outcomes and think more about doing things the right way, with genuine co-design and engagement."

4 Reimagine ourselves

"As Indigenous public servants by being present and engaged and not sitting on the margins."



Michelle Hippolite, CEO Te Puni Kōkiri, New Zealand, rounded out the opening remarks by asking delegates to think of ways to change the mindsets of their colleagues to overcome unconscious bias and institutional racism. She emphasised that all individuals hold the power for change and that "We can't continue to do the same things if we want to get different results for Aboriginal, Torres Strait Islander peoples, and Māori".



Craig Ritchie, CEO of the Australian Institute of Aboriginal and Torres Strait Islander Studies

Self-governing not governed: empowering Indigenous people and communities

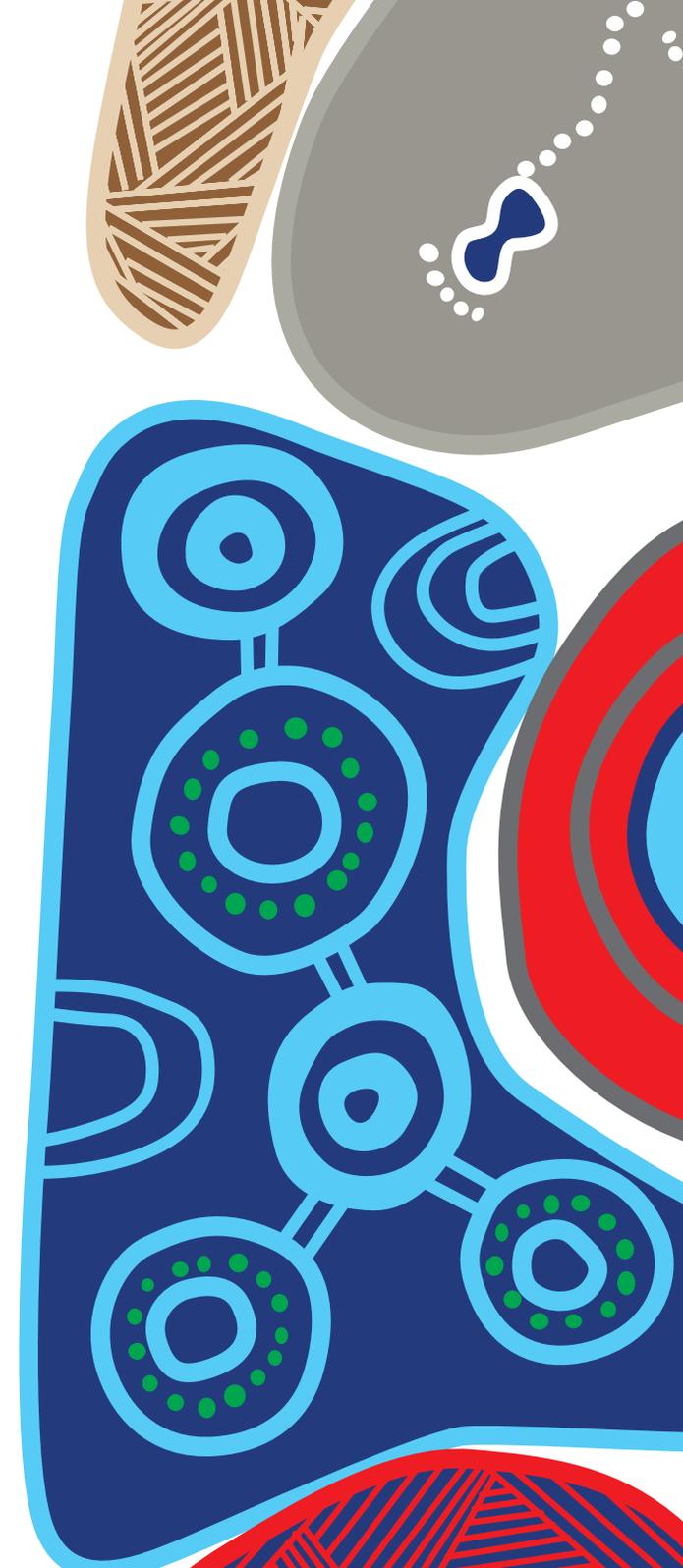
Professor Marcia Langton's keynote address emphasised the need for Indigenous people to hold the political power to govern themselves, citing *Empowered Communities* as an effective model for working with communities. She implored governments to move away from the policies of the past which focused on welfare and move towards empowerment, incentives, and opportunities. In Professor Langton's view, governments also need to stop imagining the limits of the policy space and be aspirational, focusing on what governments want to achieve rather than what they are *likely* to achieve in existing structures. Her message was simple but powerful.

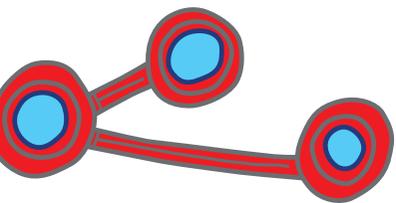
**"Give the money to the Indigenous sector.
Give the power to the Indigenous sector."**

– Professor Marcia Langton AM, Associate Provost and
Foundation Chair of Australian Indigenous Studies at
the University of Melbourne



Professor Marcia Langton AM, Associate Provost and Foundation Chair of Australian Indigenous Studies at the University of Melbourne addresses delegates in Deakin Edge





Reimagining leadership

Many speakers explained that Indigenous leadership is imbued with a strength – connected to family, heritage, community, place and experience – which sets it apart. If governments want to change their approaches to Indigenous public administration they can only do so by understanding and respecting Indigenous ways of knowing.

Speakers emphasised Indigenous leaders pursue the same outcomes as non-Indigenous leaders, but they go about their jobs differently. The most fundamental message was a call for systemic change: the need to validate the idea that Indigenous leadership is of the same calibre as other leadership, and is a natural part of our system not an add-on or afterthought.

Dr Daryn Bean, Deputy Chief Executive Māori, [New Zealand Qualifications Authority](#), reminded delegates their strength comes from:

“Seeing through Māori eyes, hearing with Māori ears, and feeling with a Māori heart.”

Delegates heard about the emotional labour of working in a bicultural context; a skill and task that non-Indigenous colleagues do not have to master, intellectually or emotionally. All Indigenous public servants have had to learn to operate in two worlds, if they are to thrive.

Governments can reciprocate, and reimagine their own leadership, by acknowledging their parallel need to understand the Indigenous experience. Governments will deliver better policy for Indigenous communities by approaching them with a question or challenge to work through rather than presenting pre-determined solutions. This can be the basis for relationships built on mutual trust and respect.

“Work with us. We know our people, we can help to facilitate – to understand if state intervention is required.”

– Liz Marsden

Ultimately, this means valuing Indigenous knowledges in the public sector. As Michelle Hippolite said:

“It is time to institutionalise ideas like Mātauranga Māori (Māori knowledge) or ‘the Indigenous flavour.’”

In the session on Public Service Reform, panellists emphasised the need for the public service to represent the community it serves. Both the [review of the Australian Public Service](#) and the [New Zealand State Sector Act review](#) were seen as opportunities to reassess the extent to which the public service represents and serves Indigenous peoples.

Professor Glyn Davis said Indigenous people are represented in the APS in population parity, but the majority are at lower levels and there is high turnover. We need more Indigenous people in senior levels to drive change. Lil Anderson spoke about the need for the public service to demonstrate leadership in the way it relates with First Peoples. Building genuine partnerships takes time but leads to better outcomes for all.

A similar message emerged in the session on Community Leadership, where speakers emphasised governments need to change the way they work with communities, by practicing co-design, devolving power or allowing communities to lead the way completely.



Denise Bowden, CEO, Yothu Yindi Foundation



Dr Daryn Bean, Deputy Chief Executive Māori, New Zealand Qualifications Authority (NZ) and Michelle Hippolite, Chief Executive, Te Puni Kōkiri (Ministry of Māori Development) (NZ) hongi in a symbolic expression of unity and Indigenous leadership



Dr Karen Diver, Dr Miriam Jorgensen and Lil Anderson

“In the US, governments have found ways to cede authority to Indigenous nations. Not necessarily to ‘share power’ but to say this is Indigenous business, responsibility and jurisdiction. And it actually makes the job easier for the American government because they have partners in this work and know that Indigenous governments have got this.”

– Dr Miriam Jorgensen, University of Arizona Native Nations Institute

International perspectives on Indigenous affairs

The international perspectives panel examined Indigenous governance models and the need to recognise Indigenous jurisdiction and authority.

Dr Karen Diver, former Special Assistant for Native American Affairs during the Obama Administration and tribal leader, reminded delegates that Indigenous peoples know how to govern and have had their own forms of government for generations before colonisation:

“I want to challenge the idea of reimagining. We need to remember who we were before. We’ve been changed by contact and how the colonial institutions were set up to oppress, minimise and enslave us. But we’ve done this before. We know who we are.”

Associate Professor Morgan Brigg, University of Queensland, also outlined the sophisticated political network of which Indigenous people are practitioners. The historical relationship between the state and First Peoples is complex, and, as Associate Professor Brigg explained:

“The only way to reimagine public administration in this context is to recognise Indigenous jurisdiction and authority, Indigenous heritage, redress colonisation and aim for balance”.

While the key message of this plenary was the success of independent Indigenous governance, Dr Diver also reminded delegates that strong Native Nations also need Indigenous peoples to occupy, disrupt and contribute to non-Native spaces.

Reimagining relationships

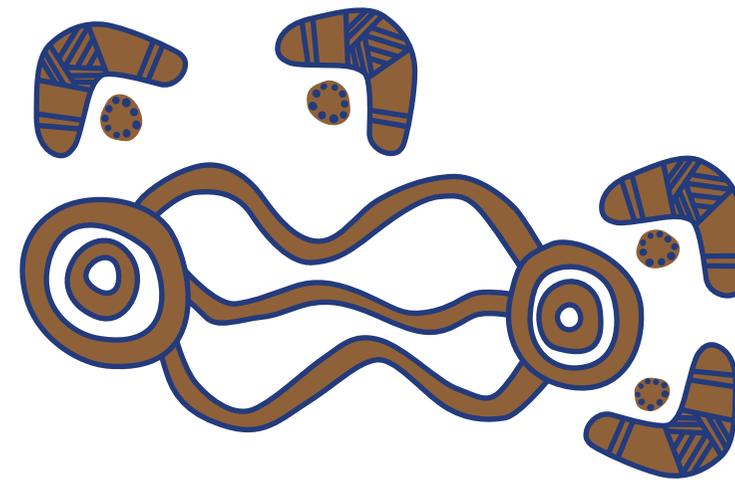
The relationship between governments and Indigenous communities, and the relationship between First Peoples and wider society, must be a central focus in reimagining new paradigms in public administration.

The Reimagining relationships stream examined history, the challenge of trust and the complexity of relationships between the governments of Australia and New Zealand and Indigenous communities. These relationships were explored through the lens of the Treaty process in Victoria and Treaty settlement in New Zealand, through initiatives such as the [OCHRE](#) program in New South Wales and the [Independent Māori Statutory Board](#) of the City of Auckland, and through the lens of individual collaboration between Indigenous and non-Indigenous people.

Empowering communities to make their own decisions on governance, funding and economic development was a clear theme. As Sam Jeffries, Special Advisor Regional Governance at the Department of the Prime Minister and Cabinet explained:

“Changing government-community relations is the long game”.

Improving government-community relations is not only about autonomy but also acknowledging the central place of culture. Brandi Hudson, Independent Māori Statutory Board CEO, explained the importance of embracing Māori history and culture in the processes of government at the Auckland City Council. The Board has also changed the physical landscape, such as place names and language of the city. This has contributed to significant positive outcomes for Māori, empowering communities and building understanding of First Peoples in the wider community.



By comparison, celebration and understanding of Aboriginal and Torres Strait Islander culture in Australia is less prevalent. Governments are working to improve these foundations and build more constructive relationships, through initiatives such as Victoria’s [Deadly Questions](#). The campaign has worked to build an understanding of culture and the history of the often-traumatic relationship between Aboriginal people, government, and society. This understanding is an important foundation of the Treaty process in Victoria.

As Professor Sarah Maddison explained in the session *A new Paradigm for Indigenous-settler relations*, dealing with the past as a foundation for reimagining future relations is a significant challenge. Drawing on the work of Courtney Jung, Professor Maddison explained that:

“Indigenous people often see truth telling as a bridge to the present and want truth about the past to inform policy-making now, non-Indigenous people want to use truth telling as a wall, to close off the past and move forward without a relationship with that past.”

It is not incumbent upon Indigenous people alone to build awareness of history and culture; wider non-Indigenous society has a responsibility to engage with the past in a meaningful and constructive way. Through a basis in truth, trust, and a shared understanding of history and culture, the government is far better equipped to have a more constructive relationship with communities; one that shares decision-making power, provides autonomy to Indigenous communities, and acknowledges Indigenous jurisdiction. It is from this basis that we can positively

reimagine and transform the relationship between First Peoples and non-Indigenous Australia and New Zealand societies, for the benefit of all.

CONFERENCE DINNER: CELEBRATING LEADERSHIP



Adam Goodes' personal story of learning about culture, the impact of education, and the value of family and belonging to a community inspired delegates at the conference dinner. The former AFL star, who has Adnyamathanha and Narungga heritage, also shared his personal leadership journey.

The dinner recognised two key examples of Indigenous community leadership through the inaugural Showcasing Indigenous Strength and Leadership in Public Administration Awards. The two winners, Dawul Wuru Aboriginal Corporation and Ngāpuhi Iwi Social Services showcased the success of community leadership through culture, caring for country, and supporting youth to succeed.

ANZSOG also launched the joint Winston Churchill Memorial Trust Fellowships, providing an opportunity for two Indigenous public servants to travel overseas and work with leaders of influence to gain and exchange knowledge and experience to build Indigenous leadership in public services and improve outcomes for Indigenous communities.

Aboriginal comedian and MC for the dinner, Steven Oliver's deadly comedy and powerful poetry reminded everyone of how far we've come and how strong we are as a collective. The Ngā Mātai Pūrua performers enthralled the crowd and got Goodes on his feet for kapa haka. The evening was an uplifting celebration of culture, Indigenous excellence, laughter and community.

"I don't believe people are born as leaders. Leadership is a skillset. You learn it. And you don't need to lead loudly either, you can lead by being a good mentor, building strong relationships, and delivering on what you promise."

– Adam Goodes, 2014 Australian of the Year

Reimagining service systems

The policy settings for service delivery for First Peoples are often highly politicised, and do not place communities at the centre of decision-making. Reimagining service systems with culture, communities and users at the centre is integral to achieve better outcomes.

The speakers offered ways to adapt current systems but also disrupt them to deliver for communities. Adrian Carson, CEO of the [Institute for Urban Indigenous Health](#) explained how governments can become stagnant in their approach to service delivery, not adapting to community and demographic change. One way Mr. Carson suggested to overcome stagnation is for Indigenous organisations like his to act as health integrators, both at a health systems and community systems level. Dr Rawiri Jansen, Chair of [Te Ataarangi Trust](#) and [Te Ohu Rata o Aotearoa](#) provided another example of disruption, explaining how a group of Māori

doctors sought to rectify health inequalities for Māori through a claim for breach of the Treaty of Waitangi:

“When the system does not deliver for Indigenous peoples, we must get creative to ensure that it does.”

Speaking more to ways of working within existing systems, Miranda Edwards, CEO of [Lullas Children and Family Centre](#), and Timothy Warwick, Acting Principal at Gowrie Street Primary School, described the success of their [Kaiela Dhungala First Peoples Curriculum](#) project. This curriculum project in the Victorian Goulburn Valley involved a consultative process with local elders and schools, as well as teachers learning local languages. It empowered Indigenous and non-Indigenous students in ways which have led to students proudly identifying with their local elders and cultural background.

Steven Renata, CEO, KIWA Digital (NZ), also discussed the role of culture in education explaining how [Kiwi Digital](#) is strengthening culture and language through [digital storytelling](#). Mr. Renata highlighted the use of digital apps as a modern way of storytelling, something which is especially important for a digitally savvy generation. He emphasised curiosity as the key to revitalising culture and bringing non-Indigenous people along for the journey:

“Always go for curiosity whatever you do, whatever you say, whatever you write... once you’ve got curiosity in the room, that’s when the magic happens.”

Another example of adapting current service systems is to integrate the voices of service-users into the design and delivery of that service. Hoani Lambert, Deputy Chief Executive at the [Ministry for Children Oranga Tamariki, New Zealand](#), explained the importance of co-designing policy with communities, and involving Māori youth in the policy processes that impact them, particularly as many young people are not eligible to vote and therefore lack access to the authorising environment for policymaking.

Resonating, throughout this stream, was a clear message—culture is central to social policy areas like health, education and welfare. It permeates how Indigenous peoples relate with service systems and needs stronger positioning in service delivery. Communities also need more control to make sure services are appropriate and adapted to local contexts.



Steven Renata, CEO, KIWA Digital (NZ)



Romlie Mokak, CEO, The Lowitja Institute

Year of Indigenous languages

Day two opened with another powerful celebration of culture, recognising 2019 as the United Nations International Year of Indigenous Languages. The presenters spoke extensively in their Indigenous languages, and facilitator Sharon Nelson-Kelly, Advisor, First Peoples Programs and Strategy at ANZSOG, was joined in a *waiata* (song) by other Māori speakers and delegates.

Language and culture go hand in hand, and investment in language revitalisation is key to better outcomes for communities. Ms Nelson-Kelly used the *kete*, a Māori basket, as a metaphor for how policy, culture, language, legislation, procedures, and communities must be “woven” together in Indigenous affairs.

A key theme of this session was the role of language as an assertion of sovereignty. Dr Vicki Couzens, Vice Chancellor’s Indigenous Research Fellow at RMIT, spoke about her own work to revitalise Indigenous languages in Victoria and stressed that policy should be “for us, by us, and nothing about us without us”. Meanwhile, Professor Len Collard, Australian Research Council Chief Investigator at the University of Western Australia, explained how Indigenous languages and knowledges have shaped the nation, influencing place-names, the positions of highways and the locations of cities, in something he calls the “counter-colonial process”.

The session closed with a look to the future, with Steven Renata, CEO of Kiwa Digital, demonstrating how technology can be used to revitalise language and share culture through apps.

“When the colonisers came to colonise, the Nyungars, like others, were in a counter-colonial process. This idea that we speak English? I challenge that, because the traditional owners and old bosses of Country spoke our language and imposed it on the outsiders and gave them the knowledge of Country.”

– Professor Len Collard



Professor Len Collard, Australian Research Council, Chief Investigator, School of Indigenous Studies, the University of Western Australia and Dr Vicki Couzens, Vice Chancellor’s Indigenous Research Fellow, RMIT



Steven Renata, CEO, KIWA Digital (NZ) and Sharon Nelson-Kelly, Senior Advisor, First Peoples Programs and Strategy, ANZSOG

**“Art and culture is our very lifeblood;
and it connects us to the land, which
is in us, but equally we are the land.”**

– Francesca Cubillo, National Gallery of Australia

Reimagining knowledge systems

Indigenous voices are often left out of the policy-making process, which is detrimental to Indigenous and non-Indigenous peoples alike. Governments need to take Indigenous knowledge seriously and recognise its benefits.

The Reimagining knowledge systems stream explored effective land and water management, Indigenous data sovereignty, and investment in First Peoples’ arts and culture. The overarching theme across these sessions was that reimagining public administration requires the reshaping of policy narratives.

Lydia Miller, Executive Director, Aboriginal and Torres Strait Islander Arts, [Australia Council for the Arts](#), explained:

“First Nations people are best placed to tell their own stories”

Ms Miller spoke about this concept in the context of the Arts, calling for greater investment in Indigenous artists, performers and storytellers.

The same idea was reiterated in the Politics of Data panel where Maggie Walter, Professor of Sociology and Pro Vice-Chancellor of Aboriginal Research and Leadership at the University of Tasmania, explained how non-Indigenous people are driving the narrative of Indigenous affairs policy through data. Instead, Walters suggested Indigenous people and communities must be involved in what the narrative of the data is, by shaping how data is collected, what data is collected and how it is interpreted.

Similarly, Linnae Pohatu, Tumuaki Director Māori and Pacific Development, [Tamaki Paenga Hira Auckland War Memorial Museum \(NZ\)](#), described how museums have always controlled stories about Indigenous peoples, and silenced Indigenous voices. Co-designed or iwi-led exhibitions can help centre Indigenous voices and reshape the narrative. Ms. Pohatu’s point has significance beyond the museum context, with the same principle applicable to other Western institutions including the public service.

Dr Stephen Arnott PSM, First Assistant Secretary for the Arts Division, Department of Communications and the Arts Australia, concurred with his Indigenous co-panellists about the role of non-Indigenous people working in Indigenous affairs. Dr Arnott reflected on his role as a non-Indigenous public servant, stating he was a “custodian of programs that are owned by Indigenous communities”.

First Peoples are the keepers of relevant and important knowledge about themselves, their culture, and the environment. The government needs to be open to this knowledge, as it may hold the key to a number of challenging issues. For instance, Fred Hooper, Chair of the Murrwarri Peoples Council and the [Northern Basin Aboriginal Nations](#), explained the importance of an Indigenous approach to the Murray Darling Basin crisis saying:

“We have a simple management plan: don’t be greedy; don’t take any more than you need; and respect everything around you. That’s not happening in the Murray-Darling Basin at the moment”.

The flow on effects of drawing on Indigenous knowledge and culture may also be unexpected. Ricky Archer, [North Australian Indigenous Land and Sea Management Alliance Ltd](#), argued that culturally driven land and sea management could positively impact other issues for Indigenous communities like housing, incarceration or suicide. Similarly, Ms Miller noted how investment in Indigenous arts and cultural participation supports strong and resilient Indigenous children leading to better education outcomes, wellbeing and safer communities.

The keys to success are platforms for Indigenous leadership and decision-making based on culture. First Peoples hold essential knowledge in a range of policy areas – and want to be involved in their own narrative.



Horiana Irwin-Easthope, Managing Director, Whāia Legal (NZ)



Professor Ian Anderson AO, Deputy Secretary for Indigenous Affairs at the Department of Prime Minister and Cabinet



Closing remarks

Leilani Bin-Juda, Craig Ritchie and Michelle Hippolite returned to wrap up the conference in the afternoon of day two with a summary of the key lessons from the plenaries and stream sessions.

They emphasised the importance of Indigenous peoples acting as positive disruptors of the status quo in the public service and being the agents of change within their organisations.

The speakers reiterated the need to shift the balance of power to communities; and also touched on the value of the conference itself, as an opportunity to connect and reconnect with colleagues, networks and friends from across Australia, New Zealand and beyond.

The conference officially concluded with some of the video [highlights](#) from the two days, and a thank you from ANZSOG Dean and CEO Professor Ken Smith.



Michelle Hippolite, Chief Executive, Te Puni Kōkiri
(Ministry of Māori Development) (NZ)

“We can’t succeed without an investment in Indigenous policymakers. It’s about building capability, finding pathways to recognise success, acknowledging leadership, and building those pathways from the lowest levels of policymaking to the most senior policymakers.”

– Professor Ian Anderson AO, Deputy Secretary for Indigenous Affairs at the Department of Prime Minister and Cabinet

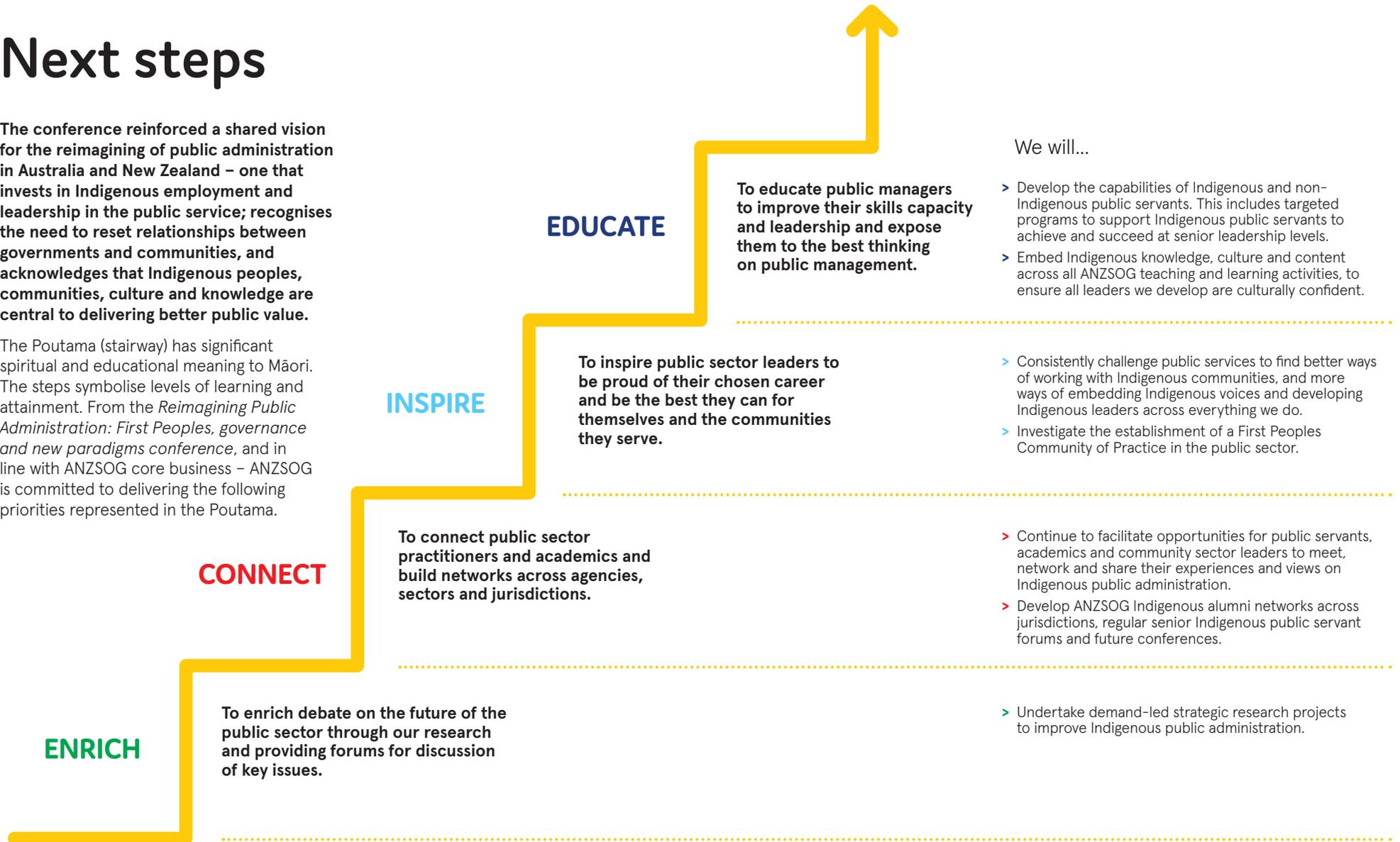
“ANZSOG is on a journey to improve the representation of First Peoples’ knowledge, wisdom and experiences in the work we do in our core areas of developing public sector leadership through teaching, learning and research. This journey is our contribution to help address the great unfinished business of Australian and New Zealand governments – improving public policy and service outcomes for and with First Peoples.”

– Professor Ken Smith, ANZSOG Dean and CEO

Next steps

The conference reinforced a shared vision for the reimagining of public administration in Australia and New Zealand – one that invests in Indigenous employment and leadership in the public service; recognises the need to reset relationships between governments and communities, and acknowledges that Indigenous peoples, communities, culture and knowledge are central to delivering better public value.

The Poutama (stairway) has significant spiritual and educational meaning to Māori. The steps symbolise levels of learning and attainment. From the *Reimagining Public Administration: First Peoples, governance and new paradigms conference*, and in line with ANZSOG core business – ANZSOG is committed to delivering the following priorities represented in the Poutama.



ANZSOG Purpose

To work with our government owners and university partners to lift the quality of public sector leadership and improve the lives of Australians and New Zealanders in everything we do.

Conference sessions

Plenary Sessions

Opening Remarks

- > [Leilani Bin-Juda](#)
- > [Michelle Hippolite](#)
- > [Craig Ritchie](#)

Self-governing not governed: empowering Indigenous people and communities

- > [Professor Marcia Langton](#)

International perspectives on Indigenous affairs

- > [Leila Smith](#) (facilitator)
- > [Dr Karen Diver](#)
- > [Dr Miriam Jorgensen](#)
- > [Associate Professor Morgan Brigg](#)
- > [Lilian Anderson](#)

Year of Indigenous Languages

- > [Sharon Nelson-Kelly](#) (facilitator)
- > [Dr Vicki Couzens](#)
- > [Professor Len Collard](#)
- > [Steven Renata](#)

Closing remarks

- > [Leilani Bin-Juda](#)
- > [Michelle Hippolite](#)
- > [Craig Ritchie](#)

Reimagining Leadership

Indigenous leaders in the public service

- > [Craig Ritchie](#) (facilitator)
- > [Michelle Hippolite](#)
- > [Dr Daryn Bean](#)

Public service reform

- > [Damien Miller](#) (facilitator)
- > [Professor Glyn Davis](#) AO
- > [Professor Tom Calma](#) AO
- > [Lil Anderson](#)

Lessons from the community: what they want you to know

- > [Dr Karen Diver](#) (facilitator)
- > [Denise Bowden](#)
- > [Liz Marsden](#)

Reimagining Relationships

Treaty

- > [Elly Patira](#) (facilitator)
- > [Jill Gallagher](#) AO
- > [Josh Smith](#)
- > [Peter Douglas](#)

Power-sharing between governments and communities

- > [Geoff Richardson](#) PSM (facilitator)
- > [Brandi Hudson](#)
- > [Jason Ardler](#) PSM
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