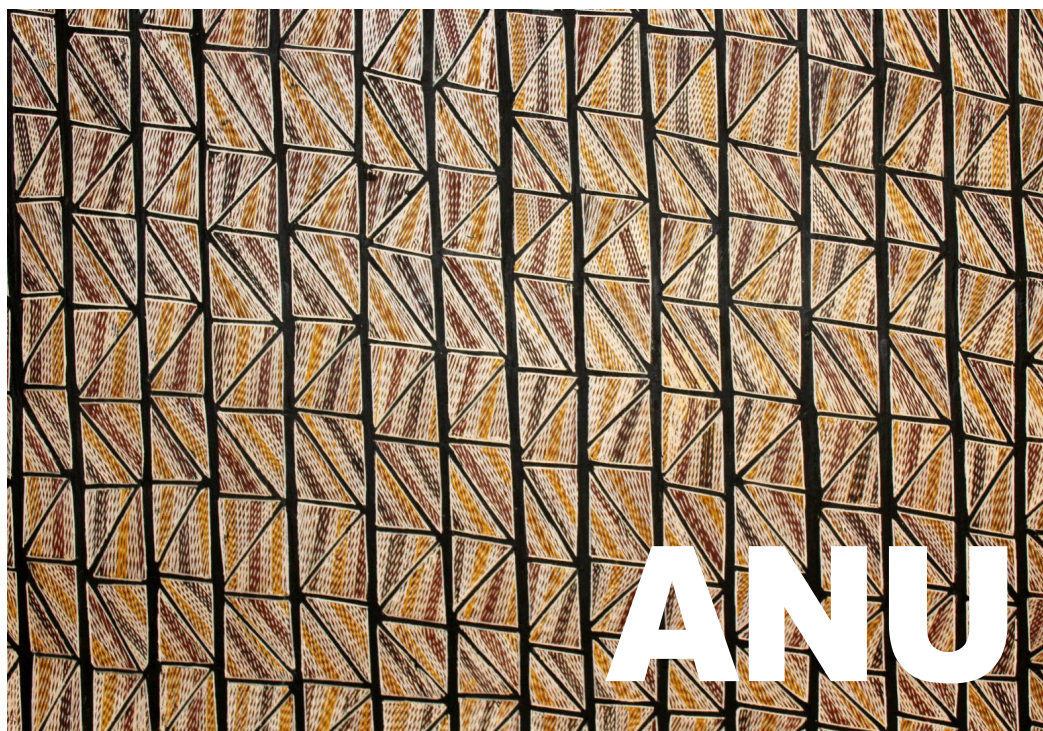




Australian
National
University

Centre for Indigenous Policy Research
POLIS: The Centre for Social Policy Research



OCHRE LOCAL DECISION MAKING STAGE 2
EVALUATION: CO-DEVELOPING THE INSTRUMENT
TO MEASURE CHANGE IN WORKING
RELATIONSHIPS REPORT

M. Yap

CIPR COMMISSIONED REPORT NO. 2/2025

Centre for Indigenous Policy Research
POLIS@ANU - The Centre for Social Policy Research
Research School of Social Sciences
College of Arts and Social Sciences
+61 2 6125 0587
caepr.cass.anu.edu.au

RSSS Building | 146 Ellery Crescent
The Australian National University
Canberra ACT 2600 Australia
www.anu.edu.au

TEQSA Provider ID: PRV12002 (Australian University)
CRICOS Provider Code: 00120C

Series note

The Centre for Indigenous Policy Research (CIPR) undertakes high-quality, independent research to further the social and economic development and empowerment of Indigenous people throughout Australia.

For more than 30 years, CIPR (formerly CAEPR) has aimed to combine academic and teaching excellence on Indigenous economic and social development and public policy with realism, objectivity and relevance.

CIPR maintains a substantial publications program, including Research Monographs, Discussion Papers, Working Papers and Topical Issues.

Commissioned Reports present the outcomes of research that has been commissioned by research partners from the government, community and not-for-profit sectors. Commissioned Reports are considered for publication on a case-by-case basis. Peer review arrangements vary between reports.

All CIPR publications are available in electronic format for free download from CIPR's website: <https://caepr.cass.anu.edu.au>

CIPR is located within POLIS: The Centre for Social Policy Research, Research School of Social Sciences in the College of Arts & Social Sciences at the Australian National University (ANU). The Centre is funded from a range of sources, including ANU, the Australian Research Council, industry and philanthropic partners, and Australian state and territory governments.

As with all CIPR publications, the views expressed in this paper are those of the author(s) and do not reflect any official CIPR position.

Professor Matthew Gray
Acting Director, CIPR
POLIS: The Centre for Social Policy Research
Research School of Social Sciences
College of Arts & Social Sciences
The Australian National University April 2025

About POLIS

The Centre for Social Research and Methods has been rebranded as ***POLIS: The Centre for Social Policy Research***. As part of this change, the Centre for Aboriginal Economic Policy Research (CAEPR) has joined POLIS and is being renamed the Centre for Indigenous Policy Research.

POLIS – which draws from the Ancient Greek for the administrative centre of the City-State – is designed to provide a designated space at the ANU for discussion, debate and research on the formulation of social policy. The rebrand will allow POLIS to better capture and market the key work of the centre in providing research and expertise on social policy in response to community and federal and state/territory government needs and requirements.

POLIS delivers exceptionally robust data and evidence-driven insights into the key challenges facing contemporary Australia. This provides the foundational cornerstones of informed social policy development amongst leading stakeholders within our modern policy: government, community groups, business representatives, and educators.

POLIS is home to seven research centres:

- Centre for Indigenous Policy Research
- Centre for Social Research
- Centre for Educational Equity
- Centre for Crime and Social Justice
- Centre for Gambling Research
- Centre for Data, Analytics, and Evaluation
- Social Impact Hub

About CIPR

CIPR is a unique social science research organisation and is a leading research centre on Aboriginal and Torres Strait Islander policy issues. Since being established as the Centre for Aboriginal Economic Policy Research (CAEPR) in 1990, CIPR has established an unrivalled reputation and outstanding track record in complex and challenging public policy debates of national significance. CIPR is recognised for expertise in applied policy research and analysis, place-based action policy research, and community-led evaluation with Aboriginal and Torres Strait Islander peoples and organisations, Australian federal, state, and territory governments, and international agencies.

A central goal of CIPR is to continue to build long-term partnerships with Aboriginal and Torres Strait Islander stakeholders, with a view to supporting and working with key individuals and organisations in the areas of research, education, and policy development.

Commissioned Report No. 2/2025

DOI 10.25911/HC96-CD53

ISBN 978-1-925286-84-7

For a complete list of CIPR publications, see <https://caepr.cass.anu.edu.au/research/publications>

Centre for Indigenous Policy Research
POLIS: The Centre for Social Policy Research
Research School of Social Sciences
College of Arts & Social Sciences
The Australian National University

Front cover image:
Terry Ngamandarra Wilson, Gulach (detail), painting on bark, private collection © Terry Ngamandarra, licensed by Viscopy, 2016

Suggested citation:
Yap, M. (2025). *OCHRE Local Decision Making Stage 2 Evaluation: Co-Developing the Instrument to Measure Change in Working Relationships Report* (Commissioned Report No. 2/2025). Centre for Aboriginal Economic Policy Research, Australian National University.
<https://doi.org/10.25911/HC96-CD53>

Mandy Yap is a Fellow at the Centre for Indigenous Policy Research (CIPR), Research School of Social Sciences, College of Arts & Social Sciences, Australian National University.

OCHRE Local Decision Making Stage 2 Evaluation: Co-Developing the Instrument to Measure Change in Working Relationships Report

M. Yap

Abstract

Through transferring greater decision-making and power to Aboriginal communities, the *OCHRE* Local Decision Making (LDM) initiative aims to transform the relationship between Aboriginal communities and the NSW Government. In order to assess whether the relationship between Aboriginal communities and the NSW Government has been transformed, CIPR (formerly CAEPR) has been commissioned to construct a culturally appropriate instrument that can measure whether there has been an increase in the number of individuals (Regional Alliances/Assemblies and public sector officials) who report a positive change in the relationship between Aboriginal people and the NSW Government. This commissioned report outlines the process of co-developing culturally appropriate instruments to enable the reporting and monitoring of changes to the working relationship across different LDM stages and LDM sites. Key themes and resulting indicators of a working relationship grounded in the perspectives and voices of parties involved in the LDM initiative are also discussed.

Keywords: Working relationship, survey instrument, indicators, measurement, co-developing, shared decision making, Aboriginal governance, *OCHRE*, Local Decision Making, government–community engagement.

Acknowledgments

The CIPR research team acknowledges Country and Elders past, present and future of the Aboriginal Regional Alliance/Assembly communities.

We wish to thank the New South Wales Coalition of Aboriginal Regional Alliances (NCARA) Members (Des Jones, Vickie Parry, John Fernando, Paul Carr, Geoff Maher, Andrew Hegedus, and Bill Trewlynn) for their commitment, expertise, time, and engagement in co-developing the instruments to measure the Local Decision Making working relationship presented in this report. We wish to thank Alliance/Assembly members and also NSW Government public officials for their time and perspectives in co-developing the survey instruments.

We wish to thank the *OCHRE* Steering Committee members, particularly Associate Professor Lynette Riley (Chair), Professor Gawaian Bodkin-Andrews, Samantha Faulkner, Ben Barnes and Dr Wendy Jarvie (former Chair) for their continuous consideration of, and feedback on the course of the instrument development.

We also wish to thank Professor Alice Richardson from the ANU Statistical Support Network for advice provided around small sample size interpretation.

This report has benefitted immensely from the numerous discussions with current and former CAEPR (CIPR) colleagues. We are very grateful to Isabel Palm and Alice Wighton, who have provided invaluable support to the CAEPR Evaluation team as the LDM Evaluation Research Officers.

This report was commissioned and funded by Aboriginal Affairs NSW and is owned by the NSW Coalition of Aboriginal Regional Alliances/Assemblies. The findings and opinions in this report reflect the views of the author alone, not Aboriginal Affairs NSW or NCARA.

Acronyms

AANSW	Aboriginal Affairs New South Wales
ANU	Australian National University
BARANG	Barang Regional Alliance
CAEPR	Centre for Aboriginal Economic Policy Research
CIPR	Centre for Indigenous Policy Research
IWAAC	Illawarra Wingecarribee Alliance Aboriginal Corporation
LDM	Local Decision Making
MPRA	Murdi Paaki Regional Assembly
NCADA	North Coast Aboriginal Development Alliance
NCARA	NSW Coalition of Aboriginal Regional Alliances
NSW	New South Wales
OCHRE	Opportunity, Choice, Healing, Responsibility, Empowerment
RMRA	Riverina Murray Regional Alliance
TRRA	Three Rivers Regional Assembly

Contents

Series note	i
About POLIS	ii
About CIPR	ii
Abstract	iii
Acknowledgments	iv
Acronyms	v
Contents	vi
Tables	vii
Figures	vii
Preface	2
Background	2
Measuring what matters	3
Methodology and Approach	3
Key findings	7
Learnings from piloting the survey	39
References	40
Appendix 1	42

Tables

Table 1: Distribution of Regional Alliance members and public officials across the research stages	7
Table 2: From stories to indicators – perspectives from Regional Alliances/Assemblies	14
Table 3: From stories to indicators – perspectives from public officials	15
Table 4: Draft final themes and indicators	17
Table 5: Basic description on LDM involvement for the pilot participants	20
Table 6: Questions with the lowest variability in responses for Regional Alliances/Assemblies	23
Table 7: Questions with the highest variability in responses for Regional Alliances/Assemblies	25
Table 8: Statements of the working relationship that occurred most frequently (Regional Alliances/Assemblies perspective)	27
Table 9: Statements of the working relationship that occurred most frequently (Public Official perspective)	28
Table 10: Questions (Mean response between NCARA and public officials)	29

Figures

Figure 1: Stages in co-developing the instrument	4
Figure 2: River of LDM Relationship	6
Figure 3: Sample of River of Relationship generated through group discussions	8
Figure 4: Sample of aspects of the working relationship generated through review of existing reports	9
Figure 5: Top ranking indicators by NCARA and public officials for the theme ‘Recognising and valuing different knowledge systems’	16
Figure 6: Top ranking indicators by NCARA and public officials for the theme ‘Mutual accountability and responsibility’	17

Preface

In developing the instrument to measure the Local Decision Making (LDM) working relationship, the New South Wales Coalition of Aboriginal Regional Alliances (NCARA), Regional Alliances/Assemblies, and New South Wales (NSW) Government officials worked in partnership with Mandy Yap (Centre for Indigenous Policy Research) formerly known as the Centre for Aboriginal Economic Policy Research (CAEPR) to co-develop two survey instruments for assessing the strength of the relationship, one for engaging with Aboriginal and Torres Strait Islander communities and the other with NSW Government officials. The resulting survey tools are co-owned by all parties involved in the development. The *OCHRE* Evaluation Steering Committee provided critical feedback throughout the entire process from design and analysis to interpretation. This report which outlines the process of co-developing the survey instruments was prepared by Mandy Yap drawing on the information gathered through the different stages described in this report.

Background

The Local Decision Making initiative under the *OCHRE* (Opportunity, Choice, Healing, Responsibility, Empowerment) plan for Aboriginal affairs in NSW is a program where Aboriginal communities (represented by a Regional Alliance/Assembly) and the NSW Government work together to enter into formal and binding agreements (Accords) and jointly address agreed priorities (AANSW, 2017). Through transferring greater decision-making and power to Aboriginal communities, LDM aims to transform the relationship between Aboriginal communities and the NSW Government. *OCHRE* initiatives such as LDM were developed via long-term, ground up participation and consultation and recognised Aboriginal perspectives and priorities (Walden, 2016).

In order to assess whether the relationship between Alliance/Assembly members and the NSW Government has been transformed, CIPR (formerly CAEPR) was engaged to construct a culturally appropriate instrument that can measure whether there has been an increase in the number of individuals (Regional Alliances/Assemblies and public officials) who report a positive change in the relationship between Alliance/Assembly members and the NSW Government. More specifically, the culturally appropriate instrument will take the form of survey questions that can easily be administered and enables the reporting and monitoring of changes to the working relationship across time and LDM sites. The data collected through these survey instruments are also intended to complement the broader *OCHRE* LDM Stage 2 Evaluation undertaken by CAEPR by generating information to inform the evaluation question “In what ways do the Local Decision Making model and the state Accord operate as mechanisms to change the working relationship between Aboriginal communities and the NSW Government and officials? What is enabling and impeding this?” (see Howard-Wagner and Markham 2023).

This report outlines the steps taken to co-develop the survey instruments to measure the aspects of an LDM working relationship to enable assessment of the change in the LDM working relationship over time and between parties.

Measuring what matters

What is the concept of interest?

It is important to establish a shared understanding on what is the underlying concept of interest and how the concept is understood and defined. In this report, the working relationship that develops between public officials and Aboriginal community members through the Accord making process and subsequent implementation of the Accord actions is the concept being considered.

Whose perspectives matter?

There is an established body of existing reports and published scholarship speaking to what might constitute a positive and strong working relationship between government and Indigenous peoples (Hunt 2013; Te Puni Kokiri 2006; Dillon and Westbury 2007; Jarvie 2008; Marika et al 2009). However, it is critically important to create a space where parties to the LDM initiative can share their views and experiences in this particular context. Starting with these perspectives ensures that the instrument developed as part of this work reflects and captures the most relevant aspects of the working relationship. The two perspectives which matter here relate to that of Aboriginal peoples and public officials. Aboriginal peoples refers to any Aboriginal and/or Torres Strait Islander person who has been party to the Accord making process at any stage including pre-Accord negotiation, or has been engaged in implementing actions identified in the Accord as an Aboriginal community member irrespective of the length of their involvement. Public officials include any person (Aboriginal and non-Aboriginal) who has been party to the Accord making process at any stage including pre-Accord negotiation or has been engaged in implementing actions identified in the Accord, as a public official irrespective of the length of their involvement.

Methodology and Approach

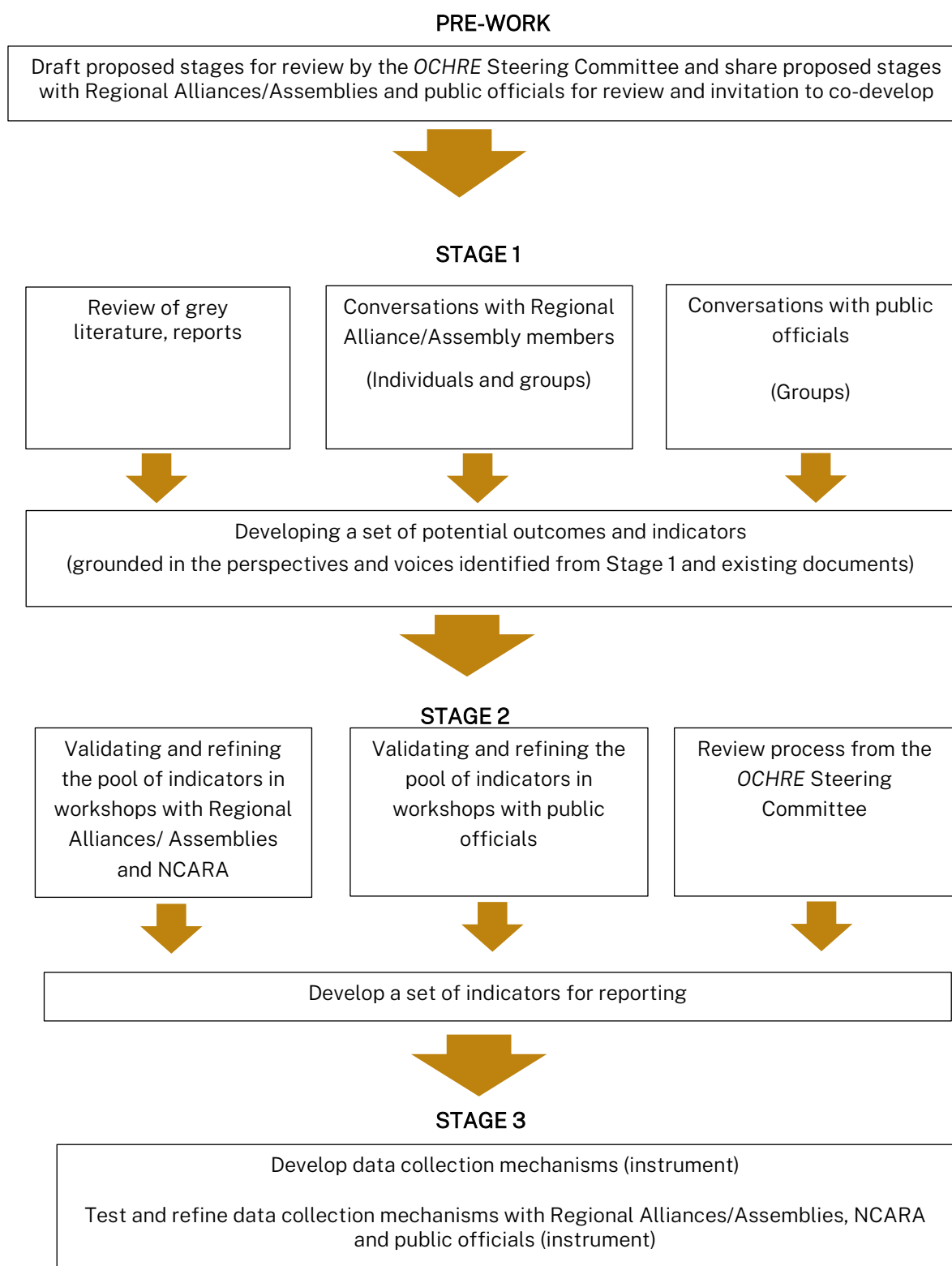
Overall approach and stages

The co-development of the instrument to measure the working relationship adopts the Weaving Knowledges approach outlined by Dreise and Mazurski (2018) and by NCARA (2018) to integrate Aboriginal knowledges and ways of doing business together with those of the public sector and academia. This approach facilitates the weaving of Aboriginal and Western knowledges and practices to allow for different standpoints and knowledge systems to be brought together in a space of mutual respect, reciprocity, accountability and transparency to all involved in the research process (CAEPR, 2019).

To develop a survey instrument that will capture and assess the working relationship, a mixed-methods approach across several interconnected stages working with key partners in the relationship is proposed (see Figure 1). The mixed-methods approach begins with a qualitative data collection component, followed by an intermediary stage in which information from that stage is transformed to enable the quantitative data collection (Cresswell and Plano-Clark 2007). This iterative process enables the co-developers to review, reflect and validate the components of the instrument by building on information and lessons that were already available (where appropriate).

This three-staged process is an adaptation of the work previously undertaken with the Yawuru community to co-develop a Yawuru wellbeing framework from the ground up (Yap and Yu, 2016)¹.

Figure 1: Stages in co-developing the instrument



¹ <https://bcec.edu.au/publications/community-wellbeing-ground/>

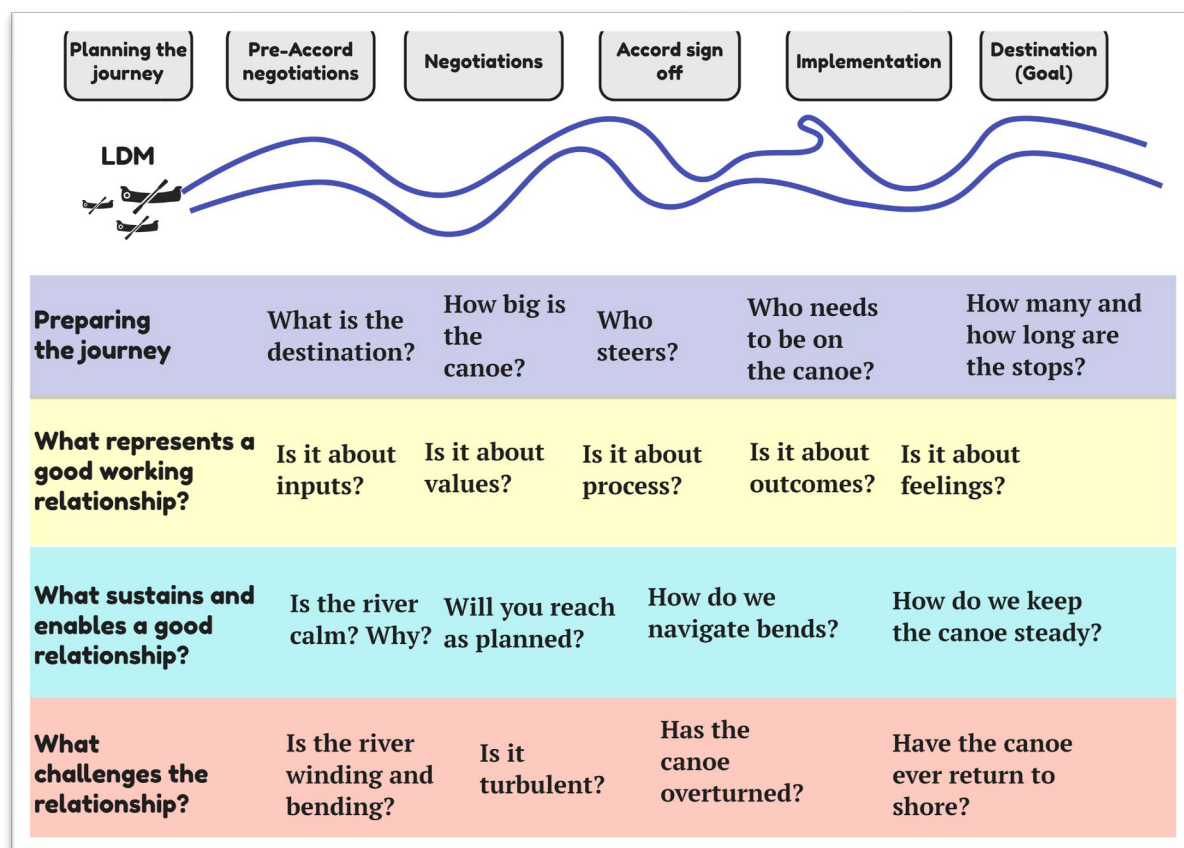
The qualitative phase comprises of stages 1 and 2. Stage 1 involves exploring and understanding how Aboriginal peoples and public officials participating in the LDM Accord-making process view the relationships that have emerged through working together. These conversations are fundamental to better understand the underlying concept and determine which indicators could be used to measure key aspects of a strong working relationship. Stage 2 consists of focus group discussions to review, select and refine the set of indicators developed from Stage 1 and designing the survey instruments. The final stage (Stage 3) focuses on testing the surveys to see if the questions and proposed data collection mechanisms are appropriate and fit for use.

The River of LDM Relationship

To facilitate the conversations across the three stages, the 'River of Life' approach² (typically used as a process of reflection on key stages, experiences, influences and challenges across time or experience) was adapted into a 'River of Relationship' for mapping the LDM journey so far (Moussa 2009). The River of Relationship serves as a metaphor for introducing the LDM Accords and the relationship (see Figure 2). The canoes represent LDM Accords made and implemented during the various LDM journeys and the river represents the state of relationship between government and communities which needs to be navigated to ensure that the LDM Accords are delivered and implemented.

The top section of Figure 2 represents the different stages of the LDM Accords and the four elements of interest in navigating the River of Relationship 1) preparing for the journey 2) what represents a good working relationship 3) what sustains a good relationship over time, and 4) what challenges the relationship. Each of the four elements provided an opportunity to further explore elements within a relationship including the composition of the team on that journey, the resources and processes guiding the journey and characteristics of a smooth or challenging trip. Together these elements guide discussions and stories on what has been working well and less well in the Accord negotiation and implementation processes for the various parties. While the LDM is a staged process, the use of the River of Relationship was not necessarily linear in nature. As such, all the characteristics of a good working relationship generated can cover one or all stages of the LDM Accord making.

Figure 2: River of LDM Relationship



The key questions guiding the discussions on the River of Relationship include:

1. At the start of the journey, we have this canoe. Who is on the canoe and what do they bring to the journey? Are they all equally important?
2. What else is needed on that canoe to help make the destination possible (e.g. expertise, skills)?
3. How big is the canoe? Is it big enough?
4. To ensure you get to your destination, there are several critical stops that you make to check in, assess the progress or condition, the direction you are headed. What are the critical stops or points?
5. What has happened at each stop and point? How long does it take from one stop to another?
6. The river is constantly flowing or changing. Are there any occasions on the journey where the river was calm? What helped it remain calm?
7. Are there occasions on the journey where you had to slow down due to obstacles? What were the obstacles? Were the obstacles anticipated or unanticipated? How did you navigate them?
8. Are there occasions on the journey where you have had to detour and turn back or perhaps go on another river system which takes you somewhere else or even back to the beginning?

Key findings

Prior to the stages being undertaken, the proposed approach was presented to the *OCHRE* Evaluation Steering Committee for review and feedback. Emails were also sent out to Regional Alliances/Assemblies and public officials informing them of this research alongside an invitation to participate in the co-development. In some cases, an initial introduction meeting over the phone or Zoom was also organised to provide more context to the research and included discussions with key parties to the relationship to decide if, how and when they might want to participate in the co-development process (See Appendix 1).

Table 1: Distribution of Regional Alliance members and public officials across the research stages

	Regional Alliance/Assembly	Public Officials
Stage 1		
Number	40	14
Format of participation	- Group sessions (3 groups ranging from 4 to approximately 20 individuals per group) - Individual sessions (5 individuals)	Group sessions (3 groups ranging from two to seven participants per group)
Stage 2		
Number	14	9
Format of participation	- Group sessions (2 groups ranging from 5 to 8 participants per group) - Online survey to narrow indicators (1 participant)	- Group sessions (2 groups ranging from 4 to 5 participants per group) - Online survey to narrow indicators (7 participants)
Stage 3		
Number	6	1
Format of participation	Paper based survey filled in during a meeting	Online survey (1 participant, and one half filled)

Stage 1 – Conceptualising the working relationship

Collecting the narratives and perspectives

A total of 33 individuals participated in this stage consisting of 19 Regional Alliance/Assembly members and 14 public officials. The configuration of the conversations including whether they should take place individually or in a group setting were determined by Regional Alliances/Assemblies and public officials in the introductory session to the project. Individuals participating on behalf of Regional Alliances/Assemblies collectively represented four Regional

Alliances/Assemblies. Of the 19 Regional Alliance/Assembly members, nine Regional Alliance/Assembly members shared their experiences and perspectives during conversations organised specifically to discuss the co-development of the survey instrument. A further ten individuals shared their experiences and perspectives as part of discussions raised at Alliance and Assembly meetings on the broader *OCHRE* LDM Evaluation organised by the CAEPR team. The conversations took place online and face to face between January and June 2021 drawing on the River of Relationship and lasted between 120 to 180 minutes.

Figure 3 provides the example of the online whiteboard generated through the discussions as well as existing reports. All conversations were audio and video-recorded (over Zoom) with permission from the individuals in attendance. The audio and video recordings were transcribed and analysed alongside the River of Relationship.

Figure 3: Sample of River of Relationship generated through group discussions



Figure 4 illustrates the potential indicators derived during a workshop with the Murdi Paaki Regional Assembly (MPRA). For the MPRA discussions, the starting point for engaging with the Assembly and for developing indicators was MPRA's own work – Murdi Paaki Lessons Learned Project. This project aimed to share the lessons learned from almost 30 years of community-led governance in the region³. The quotes and narratives provided by Assembly members were a rich source of indicators and include the following below:

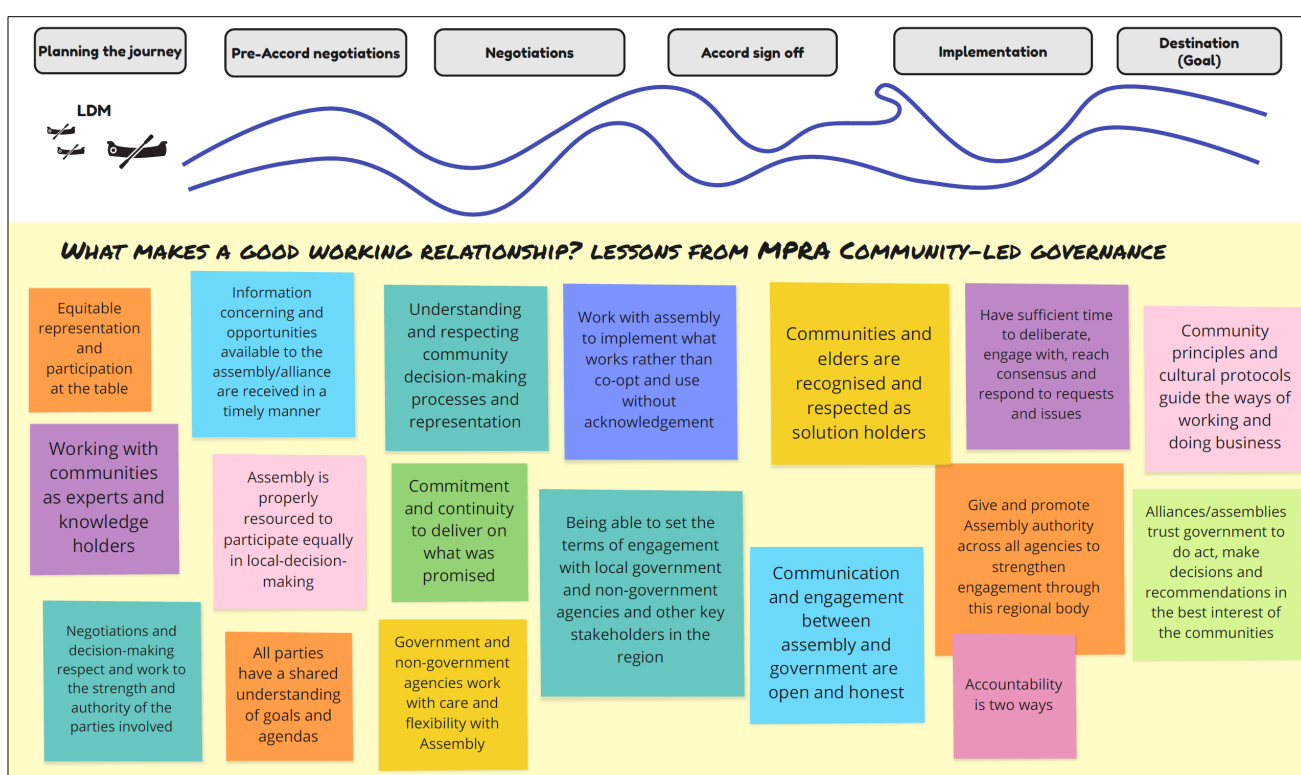
³ Murdi Paaki Lessons Learned Project | Murdi Paaki Regional Assembly (mpr.com.au)

Lack of flexibility is why a lot of programmes fail in our communities. It's got to be done because they say it's got to be done. But that's not our way, our way is having discussions, working with people around that. It takes time (Denise Hampton, Broken Hill CWP member).

The thing that separates us is the level of authority about what we can do and can't do. We've got authority but no control. Government has control but no authority (Sam Jeffries, Former MPRA Independent Chair).

We want to make sure that all our communities are identified as different groups. We're all peoples you know...and we want to make sure that's maintained that they are communities in their own right (Des Jones, MPRA Independent Chair).

Figure 4: Sample of aspects of the working relationship generated through review of existing reports



Key themes arising from the narratives

The primary use of the narratives shared in Stage 1 are to inform the development of indicators to measure the working relationship. However, analysis of the narratives and perspectives in Stage 1 highlighted eight distinct yet interconnected themes which are summarised and described briefly below. The themes highlight the complexity of building and sustaining relationships of this nature where both institutional factors alongside individual personalities and effort can shape, enable and challenge the possibilities of a positive and respectful partnership.

Theme 1: Recognising and valuing different knowledge systems and authority

Individuals sharing their perspectives highlighted the importance of recognising and valuing different knowledge systems especially those relating to Aboriginal and Torres Strait Islander worldviews and philosophies. Many individuals also emphasised the need to recognise and work to the strengths of the various parties. These points were particularly evident during discussions with Regional Alliances/Assemblies and documented elsewhere as demonstrated by the examples below:

It is about respecting the delegations. So you know we have an Elder in the room that holds space. So, I know that a lot of individuals in the room respected that, but there's some that still, you know, would see themselves a little bit above...So what for me, what would look good is when we're seen as an equal playing partner. [Name] is respected as our lead negotiator and [Name] is respected as our cultural authority and our leader (Belinda Field, Barang Regional Alliance).

The Assembly values culturally relevant ways of knowing and deciding needs. Governments have their own system where they get their advice from – but we have a problem with the perception of 'experts'. Our people's needs are complex and holistic but they're not recorded in a way that's culturally relevant. Communities are reluctant to give data to just anyone (Des Jones, MPRA Independent Chair).

The need to acknowledge different ways of working and the unequal ways in which this valuation is currently taking place was also noted by public officials working with the LDM initiative. The descriptions from public officials below point to how the inequality is playing out both in terms of resourcing of LDM parties, but also the representation in numbers at the negotiation table and working parties.

I think it is about cultural understanding, but also understanding around systems that we work within with government. We've got two parties coming to the table that are, you know, essentially operating in completely different ways and paradigms. So it is actually about building an understanding of those contexts (Public official).

The representation is supposed to be an equivalent number of government representatives as there are Regional Alliance representatives. I would suggest that there's probably usually three times the amount of government reps there to Regional Alliance (Public official).

Like if you're going to do co-design, and it's in our Accord to do co-design, well you can't co-design on \$200,000. You need dollars there to put...people employed there to do the work to co-design. That's a big job. It's not just oh you two can go and do it. You need proper staffing, and not only that, you need proper funding to get the right people (Geoff Maher, Illawarra Wingecarribee Alliance Aboriginal Corporation).

Theme 2: Mutual accountability and responsibility

Central to any working relationship is the meeting of mutual accountability and responsibilities set out in the LDM Accord-making. Many participants noted the importance of having clarity about the roles and decision-making scope of all parties involved and having processes in place.

For many parties in the relationship, this accountability and responsibility is most evident in delivering Accords and commitments as personnel involved in the relationships may change, but there should be structures in place to ensure the deliverables are progressed.

I had to step away for 12 months and when I came back, the things that had been won at the table, and had been agreed upon had completely changed. ...It doesn't matter who comes or goes, that process and the agreement, the Accord should have been documented so well that there could be no room to lose or to change anything that was won in the Accord (Vickie Parry, Barang Regional Alliance).

We need to go back to the drawing board and co-design everything together. The whole process. Co-design everything. Because the partnership doesn't work because one half of the partnership wants to dictate and that doesn't work (Geoff Maher, Illawarra Wingecarribee Alliance Aboriginal Corporation).

Theme 3: Communication (honest, open, transparent and timeliness)

The importance of communication, particularly communication that is open, transparent and honest was highlighted as being essential for creating an effective working relationship. These can take several forms including receiving information directly from those one is working with, receiving timely information, and checking in at different points of the discussion to ensure that everyone has a shared understanding and interpretation of the issues arising. As described below:

Follow-up stuff, you know, there's been people in that room that have contacted the respective leads, post meetings, in between meetings, to seek clarification, heads up, this is coming your way (Belinda Field, Barang Regional Alliance).

We should actually be able to go hey let's exercise our ability to build on the relationships built or perceived to have been built through this process, and pick up the phone, send an email and get things done. Like it shouldn't take for three days' worth of face to face negotiations, minutes to be sent out with actions, to then three months later, go, oh why did we say that again? (Gary Field, Barang Regional Alliance).

It is about investing in the relationship and spending time talking and listening. And actually doing that in a way that enables trust to develop. So that people feel as though they can have an open conversation and share their concerns without any fear of sort of recrimination (Public official).

Theme 4: Genuine and on-going engagement and collaboration

Narratives from both Regional Alliance/Assembly members and public officials point to the critical need for genuine and on-going engagement. This can take several forms from maintaining regular communication to believing in the principles of the LDM as highlighted by the perspectives below.

So we sat down with the director, myself and the community in the room around one priority area. The director had a little agenda and we had about 30 minutes. When we got in there, we all sat down, we started doing stuff. We were there for four and a half hours. And we didn't even look at the time. So we sat there, we shared stories and we talked about all stuff. It was one of the best things I've ever attended ...Don't worry, when we got there, they had a little agenda but

the director realised we didn't want to talk like that, we wanted to change the discussion and it changed really well. And we were there till 7.30 that night, and we none of us realised the time ... And we've just blossomed from there (Paul Carr, Three Rivers Regional Assembly).

Commitment is a key one there. Commitment from both sides but also, you know, maintaining that commitment when it does get rough. Not, not shy away from your responsibilities, regular contract, regular communication with all the parties. And in my experience, that hasn't always been the case (Public official).

The quick thing that would actually kill the relationship and LDM is a sense by community that the people in government are only there because they have to be there because their jobs tells them they have to be there... The representatives of government must genuinely believe in LDM as and the potential of LDM to deliver outcomes for Aboriginal people. And they can't, if people are just there to tick a box, the community will sense that (Public official).

Theme 5: Respect and trust

The importance of working respectfully is a key factor in determining the success of any relationship between Aboriginal peoples and others.

If you have people at the table in the region, discussing what will make a difference and what needs to change, and what will be committed to and its local people, then they have to be ... I suppose empowered to go through that process and end up with something that they have ownership of. That everyone has ownership of, you know government included (Public official).

Working respectfully also means demonstrating commitment and effort by showing up at meetings, and face to face as much as possible. One Regional Assembly Member highlighted that:

With the leads that are meant to come to our meeting, we find it very hard to even get them to come face to face. You know, find a little bit disrespectful, that they feel... they are all happy to Zoom in. But you know, we ask them to come every second bi-monthly ...If you can put a date in your diary, because we had pre planned out our meetings and send them out to everyone in January to show you what we're doing. So everyone has that. Why? And I understand that there's emergencies and that's fine. If you can't, you can't commit to us, face to face, .. if you can't come every.... once every four months, I don't think you are committed to the LDM (Paul Carr, Three Rivers Regional Assembly).

Theme 6: Strong and on-going commitment

Many participants shared with us the need for a strong commitment that is sustained over time to ensure the success of the LDM initiative. Commitment can take several forms, but a key demonstration of commitment is both sides going beyond what is required to ensure the LDM's success, but also embedding the LDM in existing processes across all levels of government and changing the resourcing structure. One Regional Alliance/Assembly member shared with us that:

We were told very clearly at the beginning that we needed to bring community along with us, and we had to do all of this community engagement, and we had to, you know, really educate community around what LDM was, however, government didn't do that within their own internal structures (Belinda Field, Barang Regional Alliance).

Several public officials also spoke of the importance of commitment ranging from changing one's personal behaviour towards the relationship and its aims, but also about the way in which the LDM is structured and resourced to ensure success.

So things get rocky, but you keep reaching out and you keep making contact and you keep trying. It could be demonstrated through you know building rapport and personal relationships or showing an interest in progressing outcomes towards self-determination outside of work capacity (Public official).

I think it manifests in the behaviours of the people that are actually at the table, whether they are listening, in the way they're interacting, whether they take the time, whether they're looking at, actively thinking about solutions, different ways of working (Public official).

Theme 7: Awareness, learning and self-reflection

Many participants highlighted the need for continuous self-reflection and self-awareness to minimise risks of bias and prejudice against the other party to the working relationship. In the context of Aboriginal communities, much of this bias and prejudice is racially and culturally based as seen in the descriptions below.

So, for me, what's going to sustain good relationships with government, is that ongoing cultural learnings. In fact, I would even suggest that we also do cultural supervision, it's actually recognised as a specialty (Vickie Parry, Barang Regional Alliance).

The biggest problem that I see is the organisations that are in our community that, that can do, can benefit our communities, don't know the local culture. They go and they do training in Sydney and think that it's going to suffice to cover them. There's no way. There's three different communities involved, you've got to know those three communities....We want to put in to their training, a full cultural training, but it has to be also done at a local level (Murdi Paaki Regional Assembly Workshop Participant).

If there is something going in the community, keep, keep your fingers on the pulse. I mean, across the Aboriginal organisations, and stuff on social media everywhere, be present, be immersed, be involved. That's how you sustain good relationships. And if you're not sure, ask, don't assume (Vickie Parry, Barang Regional Alliance).

Theme 8: Accessibility in language and framing of the LDM and Accord

Relating to the concept of communication is the necessary care to ensure the language and framing of the LDM Accords and Accord-making processes are accessible to a diverse range of community members. This was raised by a public official when they suggested that:

The language around it, I think that sets the scene for what's wrong. In my experience sitting on an Accord, one on one side of the table, one on another side. And I don't think that sets the kind of right tone for a good working relationship. It's like a fight style rather than sitting down in a relationship sense, making an agreement together because you both want a good outcome (Public official).

The importance of accessibility in the language of negotiations was also highlighted by members of Regional Alliances/Assemblies as critical for ensuring that all parties could engage equally and meaningfully.

Representing the working relationship

Potential indicators to represent the working relationship were developed following analysis of the key themes identified from the transcriptions. To ensure that the proposed indicators reflected the perspectives of those who matter, each indicator (where possible) is grounded to a theme from a conversation or story shared personally or documented in reports (see Table 2 and Table 3). Existing reports and information generated through the LDM and other initiatives focused on working respectfully with Aboriginal and Torres Strait Islander communities were also reviewed and informed the pool of indicators. Notably, the MPRA Community Led Governance Lessons Learned (MPRA, 2019), the OCHRE Stage 1 Evaluation Synthesis Report (Katz et al., 2018) and the AANSW Transforming the Relationship between Aboriginal peoples and the NSW Government Report (AANSW, 2017b) were key documents reviewed specifically for this purpose.

Table 2: From stories to indicators – perspectives from Regional Alliances/Assemblies

Conversation narrative	Potential indicators
<i>Partners pressure for answers, ignoring that the Assembly requires time and internal discussion to reach consensus.</i>	• Having sufficient time to deliberate, reach consensus and respond or negotiate queries and requests
<i>Government think that they know what's best for us and so they don't trust us to be able to make decisions for and by our community.</i>	• Communities and Elders are recognised and respected as solution holders • Working with communities as experts and knowledge holders
<i>We also need to make sure that we are clear on what was on the table. We had no way of understanding what was, what wasn't and we weren't told of exactly how much money was coming into the area for the community and where that was held.</i>	• Being able to understand the scope of negotiations and boundaries of authority • All parties have a shared understanding of the goals of LDM
<i>In our cluster, everyone respects everybody. We all have our own strengths within that cluster and those strengths are not necessarily the same. So when somebody is speaking, we may not agree with their opinion, but we respect their strength.</i>	• Negotiations and decision-making respect and work to the strength and authority of the parties involved
<i>This stage here is really an uneven playing field. When I go to meetings with whoever, they've got five or six people sitting around and working on the same Accord as me. All I've got is me and one other. When we are doing the same work but we get paid less.</i>	• Alliances/Assemblies are properly resourced to participate equally in Local Decision Making • Alliances/Assemblies have access to data and information to make informed decisions and negotiate

Table 3: From stories to indicators – perspectives from public officials

Conversation narrative	Potential indicators
<i>There's a lot of motherhood statements, but there's not a lot of mechanics on how to do it. For governments to be an active partner, we have to understand how that will work.</i>	• Having sufficient time to deliberate, reach consensus • Having a shared and agreed understanding and expectation of engagement terms and accountability structures • All parties have a shared understanding of what has been agreed in the Accords • All parties have a shared understanding of how the Accords translate to practical actions and processes
<i>To me, it is about investing in the relationship and spending time talking, listening so that people feel they can have an open conversation and share their concerns without any fear of any sort of reprimand.</i>	• Feel able (safe) to voice and share ideas and concerns without feeling judged, shamed or blamed
<i>Regular contact and communication with the community and all parties. In my experience, that hasn't always been the case.</i>	• Communication is regular and on-going
<i>There is a sense by community, that government are only there because they have to be there, because their jobs tells them that they have to be there. I think there needs to be a sense that people participating in the LDM genuinely believe in the LDM to deliver better outcomes for Aboriginal people.</i>	• Having trust in all parties to act and make decisions and recommendations in the best interest of communities • Promote and advocate for LDM in all matter relating to Aboriginal communities in NSW • Showing initiative to communicate and connect outside of formal meetings and business • Making the time and effort to introduce and get to know the parties to the relationship

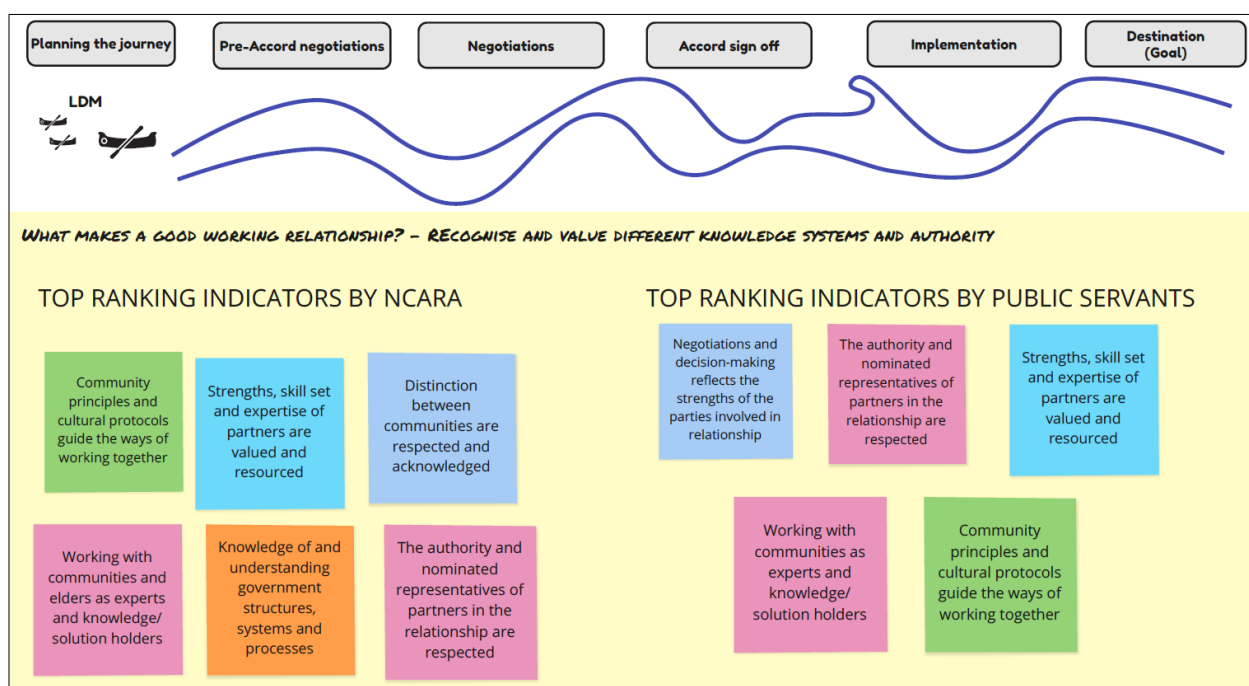
In developing the potential set of indicators, the following points were considered but not limited to the list below. They include:

1. How general or specific should the indicator be?
2. Is the indicator about individuals, working groups/clusters or partners?
3. How many indicators are needed to capture the underlying themes of the conversations?
4. Are these indicators relevant across all Accord stages?
5. Are these indicators relevant for both Regional Alliances/Assemblies and government?
6. Can the indicator be monitored and reported on?

Stage 2 and 3 – Representing and measuring the working relationship

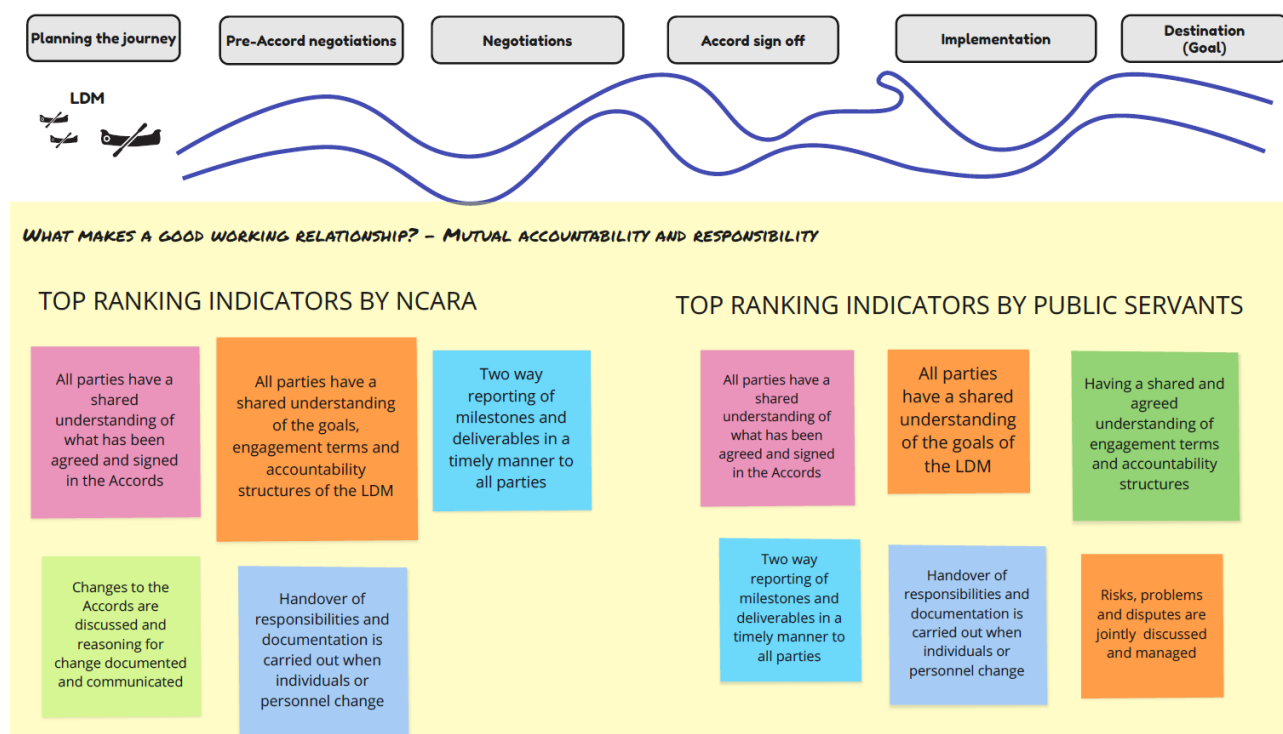
Between June and August 2021, the pool of indicators were presented to NCARA, one Regional Alliance and public officials for selection, review, validation and refinement. The indicator selection and refinement process occurred through an online survey as well as through focus group discussions to facilitate and enable a broader range of participation. A total of eight individuals responded to the online survey to determine and select the first draft set of indicators. Subsequently, four workshops/presentations were conducted to discuss the findings from the online survey. During these workshops/presentations, the top ranking indicators were presented and a second process of indicator review and finalisation took place (please see Appendix 1 for list of engagements for Stage 2). Figures 5 and 6 show the top ranking indicators by NCARA as well as by public officials for two aspects of the working relationship – recognising and valuing different knowledge systems and authority and mutual accountability and responsibility.

Figure 5: Top ranking indicators by NCARA and public officials for the theme ‘Recognising and valuing different knowledge systems’



There were also workshops planned with several Regional Alliances/Assemblies (Barang, IWAAC and TRRA). However, the unfolding COVID-19 situation and travel restrictions meant that these workshops either took place online or were rescheduled or cancelled. Given the time constraints associated with these delays, Stage 2 validation of indicators was merged with Stage 3 activities of revising the survey questions and primarily undertaken with NCARA and public officials in groups.

Figure 6: Top ranking indicators by NCARA and public officials for the theme ‘Mutual accountability and responsibility’



Designing and testing the survey instruments

The final stage of co-developing the culturally relevant tool involved designing data collection mechanisms which could be used in a survey instrument. For each of the indicators, there were one or more potential questions presented for discussion with Regional Alliances/Assemblies and public officials. These discussions focused on ensuring the framing of the survey questions are right (individual, working group, agency), the relevance of questions to capture the underlying concept being measured (one question or several questions needed), and the appropriate questions to be used (statement and Likert scales, open ended or closed responses), frequency of data collection and data governance arrangements. Based on Stage 1 and 2 co-development activities, the themes and draft final pool of indicators are listed in Table 4.

Table 4: Draft final themes and indicators

Theme	Indicators
Recognise and value different knowledge systems and authority	Community principles and cultural protocols guide the ways of working together
	Strength, skillset and expertise of partners are valued and resourced
	Distinction between communities are respected and acknowledged
	Having the opportunity to make sense and develop solutions together

Theme	Indicators
	The representatives of partners in the relationship are respected
	Negotiations and decision-making reflects the strengths of the parties involved in the relationship
	Knowledge of and understanding government structures, systems and processes
Communication – honest, open, transparent and timely	Communication and engagement between partners are open and honest
	Decision-making processes and guidelines are clear and transparent
	Information concerning and impacting on partners in the relationship is received in a timely manner
	Making the time to listen, engage and understand the whole/broader circumstances (not siloed)
	Communication is consistent and respectful (checking in to ensure all are getting the same message)
Genuine and ongoing engagement and collaboration	Having genuine interest in the LDM goals and its success
	Feeling empowered about the process
	Being able to negotiate the terms of engagement
	Partners trust each other to make decisions/recommendations in the best interest of all
	Feel safe to voice and share ideas and concerns without being judged, shamed or blamed
Accessibility in language and framing	The framing and language of the LDM and Accords represent futures and priorities of Regional Alliances/Assemblies
	Language and framing of the LDM and Accords are collaborative and specific to each Regional Alliance/Assembly
Respectful ways of working	Contribution of each partners are recognised and acknowledged
	Disagreements, problems and concerns are discussed and worked through taking as much time as needed
	Being able to understand the scope of negotiations and boundaries of authority

Theme	Indicators
	Collective interests and goals rather than individual agendas guide discussions and decision-making
Representation and power asymmetry	Decision-making processes are inclusive and accommodate diverse viewpoints
	All parties have access to resources or expertise to negotiate fairly and make informed decisions
	All parties have access to relevant information and data to make informed decisions and negotiate
	Equitable and relevant representation and participation at the table
	Respecting and accommodating/incorporating different forms of representation
Mutual accountability and responsibility	All parties have a shared understanding of what has been agreed and signed in the Accords
	All parties have a shared understanding of the goals, engagement terms and accountability structures of the LDM
	Two way reporting of milestones and deliverables in a timely manner to all parties
	Changes to the Accords are discussed and reasoning for change documented and communicated
	Handover of responsibilities and documentation is carried out when individuals or personnel change
Strong and ongoing commitment	Promote and advocate/champion for LDM across policies and programs within the footprint of Regional Alliances/Assemblies
	Delivering on and sticking to the commitments made in the Accord
	LDM is embedded and mandated in processes and policies relating to priority areas identified by Alliances/Assemblies in the Accord
	Monitoring and evaluation of the LDM Accords
Awareness, learning and self-reflection	Being open to doing things differently
	Embrace learning opportunities to better understand local history and cultural context
	Willingness to improve and incorporate feedback to the process

Theme	Indicators
	Being self-aware of personal and cultural biases and prejudices
	Being adaptable and flexible to changing circumstances and priorities

Survey instruments

There are two survey instruments developed from the three stages, one for public officials and one for Regional Alliances/Assemblies⁴. For each indicator in Table 3, one or more data collection approaches were proposed and shared with Regional Alliances/Assemblies and public officials. The final set of draft questions have been chosen based on feedback and input from Stage 2 and 3 workshops. While the intent of the survey was to measure aspects of the working relationship, during workshops with Regional Alliances/Assemblies and NCARA, it was strongly expressed that behaviour change and policy change must accompany changes to the working relationship to demonstrate real transformation. As such, a series of questions and related statements have been co-developed based on those discussions with the aim of assessing whether transformation in attitudes and policy has resulted from being informed about and involved in the LDM initiative.

Piloting the survey instrument

A total of seven individuals piloted the survey instrument (one public official and six Regional Alliance/Assembly members). The time taken to respond to the survey instrument ranged from 30 to about 45 minutes and the extent of involvement with the LDM for the pilot participants are described in Table 5 below. Given the small sample size involved in the pilot, the learnings from analysing the piloting of the surveys are concentrated on informing which questions had missing responses, which questions had higher variability (more differences in responses) and questions which had lower variability (more similar responses).

Table 5: Basic description on LDM involvement for the pilot participants

Basic description of the sample participants	Regional Alliance/Assembly (Number)	Public Official (Number)
Length of involvement with the LDM		
1 to 2 years	1	-
More than 2 years	5	1
Stage of LDM Accord-making process involvement		
Establishment and set-up	3	-
Pre-accord	4	-

⁴ For information on the survey instruments, please email mandy.yap@anu.edu.au, secretariat@ncara.org.au or andria.durney@aboriginalaffairs.nsw.gov.au

Negotiations	3	-
Accord sign-off	2	-
Implementation	1	1
Number of Accords involved in		
1	1	1
2	4	-
3 or more	1	-

Table 6 and 7 lists the questions where there was low and high variation in responses between all participants from Regional Alliances and Assemblies. Questions with low variability in responses may suggest the reported experiences are more consistent across all the individuals, but the experiences can be either positive or negative depending on further interrogation. Similarly, questions with high variability in responses suggest experiences around the working relationship between parties of the LDM initiative are wide ranging and cover both positive and less positive experiences.

A different way of reporting the findings from the pilot data collection can be found in Table 8, 9 and 10. Given the responses take the form of frequency of occurrence, Tables 8 and 9 describe the statements/questions where participants reported having occurred 'frequently' for both Regional Alliances/Assemblies and public officials separately. In Table 10, the mean (average) score from each question is reported. A lower score indicates a more positive outcome and a higher score indicates a less positive outcome.

Table 6: Questions with the lowest variability in responses for Regional Alliances/Assemblies

Questions or statement	Min	Max	Mean	Standard Deviation	Variance
Theme: Recognition and acknowledgement in a working relationship					
Roles and responsibilities for decision-making around the Accords are determined according to the strength and expertise of each partner.	1.00	3.00	2.17	0.69	0.47
Accord negotiations and implementation are tailored to and respond to community priorities and context.	1.00	2.00	1.50	0.50	0.25
Indigenous knowledge and expertise informs discussions and decision-making.	1.00	2.00	1.50	0.50	0.25
Regional Alliance/Assembly members have a strong understanding of government structures and decision-making channels for the LDM.	1.00	3.00	1.83	0.69	0.47
Theme: Communication					
Decision-making processes and guidelines for the LDM initiative (Accords) are clear and easy to apply/navigate.	2.00	3.00	2.17	0.37	0.14
Accurate and relevant information concerning the LDM and Accords are received in a timely manner.	2.00	3.00	2.17	0.37	0.14
Members of my Accord working group feel comfortable coming together to discuss and share views.	1.00	1.00	1.00	0.00	0.00
Theme : Genuine and ongoing engagement					
I feel safe participating in decisions for my Regional Alliance/Assembly.	1.00	2.00	1.33	0.47	0.22
I feel able to voice and share my opinions without being judged, shamed or blamed.	1.00	2.00	1.33	0.47	0.22
As a group, we are able to have a say/provide input into which priorities matter, whom we want to work with and how the program is delivered/implemented.	1.00	2.00	1.67	0.47	0.22
All parties are able to set or negotiate the terms of engagement in a respectful manner.	1.00	2.00	1.40	0.49	0.24

Theme: Respectful ways of working					
My Alliance/Assembly understands what we can make decisions about and have responsibilities for.	1.00	2.00	1.17	0.37	0.14
My Alliance/Assembly understands what parts of the Accord government can make decisions about and have responsibilities for.	1.00	2.00	1.80	0.40	0.16
Partners in the LDM are able to have conversations respectfully, no matter how difficult the topics are.	1.00	2.00	1.33	0.47	0.22
Theme: Representation and power asymmetry					
My Alliance/Assembly can freely determine how we organise ourselves and come together to engage, negotiate and make decisions.	1.00	2.00	1.17	0.37	0.14
The necessary processes and time needed by my Alliance/Assembly to respond to a query or reach consensus are understood and respected by government agencies.	1.00	2.00	1.83	0.37	0.14
My Regional Alliance/Assembly is given sufficient time to deliberate and reach consensus.	1.00	2.00	1.33	0.47	0.22
Theme: Mutual accountability					
Government departments/agencies know and understand the objectives of the LDM and Accord.	2.00	3.00	2.33	0.47	0.22
Government agencies have performed their roles and responsibilities in a timely manner.	2.00	3.00	2.33	0.47	0.22
Theme: Commitment					
Government agencies are committed to monitoring and evaluating Accord progress.	2.00	3.00	2.20	0.40	0.16
Government departments are familiar with the content of the Accord.	2.00	3.00	2.40	0.49	0.24
Government agencies regularly share and report challenges, learnings and achievements to the partners.	2.00	3.00	2.40	0.49	0.24

Theme: Awareness, self-reflection					
There are opportunities to learn from each other on what is working and what needs improvement.	1.00	2.00	1.67	0.47	0.22
Parties are willing to change what they do and how they do it.	1.00	3.00	2.00	0.58	0.33
Outcomes					
There are more opportunities to work with government to develop solutions for community issues.	2.00	3.00	2.17	0.37	0.14
Funding for the community is being allocated and utilised according to community priorities.	2.00	3.00	2.83	0.37	0.14
There are increasing Aboriginal communities initiating the LDM process.	2.00	3.00	2.20	0.40	0.16
The LDM has created opportunities and access to other networks and connections for Regional Alliances/Assemblies.	1.00	2.00	1.80	0.40	0.16

Table 7: Questions with the highest variability in responses for Regional Alliances/Assemblies

Questions or statement	Min	Max	Mean	Standard Deviation	Variance
Theme: Recognition and acknowledgement in a working relationship					
The expertise and skillset that the Regional Alliance/Assembly brings to the Accord negotiations and implementation are adequately resourced.	1.00	4.00	3.33	1.11	1.22
My Alliance/Assembly relies of external funding to undertake LDM activities.	1.00	4.00	1.67	1.11	1.22
Community authority/governance in negotiation and decision-making is respected by other parties in the Accord process.	1.00	4.00	2.17	1.07	1.14
Government agencies trust my Alliance/Assembly to deliver outcomes for my community.	1.00	4.00	2.17	1.07	1.14
Theme: Communication					

In my region, we hear directly from government and non-government agencies about activities affecting or concerning the Alliance/Assembly.	1.00	4.00	2.50	0.96	0.92
During the meetings, efforts are made by government agencies to check in and ensure there is a common understanding of what has been communicated and discussed.	1.00	4.00	2.33	0.94	0.89
Theme: Genuine and ongoing engagement					
Government representatives are making decisions and recommendations in line with the overall LDM goals.	1.00	4.00	2.40	1.02	1.04
I feel that my concerns and issues are heard and taken seriously.	1.00	3.00	2.17	0.90	0.81
Theme: Respectful ways of working					
Processes to resolve disagreements are understood by all partners.	1.00	3.00	2.17	0.90	0.81
Theme: Representation and power asymmetry					
My group has access to the necessary resources and expertise to make informed decisions and negotiate on an equal footing.	1.00	4.00	2.83	1.07	1.14
There are on-going opportunities available to strengthen my Alliances'/Assembly's capacity and capability to engage and work with government.	1.00	4.00	2.67	0.94	0.89
Theme: Mutual accountability					
Reporting of milestones and deliverables are done both ways and in a timely manner.	2.00	4.00	2.50	0.76	0.58
There are processes and guidelines in place to minimise disruption to the Accord development and implementation.	2.00	4.00	2.33	0.75	0.56
Theme: Commitment					
Partners periodically review how the LDM is working and its visions and achievements.	1.00	3.00	2.00	0.82	0.67

Theme: Awareness, self-reflection					
Government agencies are adaptable and responsive to the needs and changing circumstances of Regional Alliances/Assemblies.	1.00	3.00	2.17	0.90	0.81
Outcomes					
Government agencies are adaptable and responsive to the needs and changing circumstances of Regional Alliances/Assemblies.	1.00	3.00	2.17	0.90	0.81
New initiatives proposed and/or prioritised by Regional Alliances/Assemblies are being implemented (or are in the process of being implemented).	1.00	3.00	2.33	0.75	0.56
There are improvements in the lives of Aboriginal families and individuals in my community as a result of the Accords negotiated and implemented.	1.00	3.00	2.20	0.75	0.56
The LDM model has influenced thinking at the state and Commonwealth level on Indigenous policy design and service delivery.	1.00	3.00	2.20	0.75	0.56

Table 8: Statements of the working relationship that occurred most frequently (Regional Alliances/Assemblies perspective)

Statement	Regional Alliance/Assembly (%)
Local community protocols and code of conduct are embedded and reflected.	66.7
My Alliance/Assembly relies on external funding to undertake LDM activities.	66.7
Members of my Accord working group feel comfortable coming together to discuss and share views.	100.0
I feel safe participating in decisions for my Regional Alliance/Assembly.	66.7
I feel able to voice and share my opinions without being judged, shamed or blamed.	66.7
Partners in the LDM are able to have conversations respectfully, no matter how difficult the topics are.	66.7
Collective interest and goals rather than individual agendas guide discussions in my working group/Accord.	66.7

My Alliance/Assembly understands what we can make decisions about and have responsibilities for.	83.3
My Regional Alliance/Assembly is given sufficient time to deliberate and reach consensus	66.7
My group/organisation has a strong knowledge base which informs and enables decision-making and negotiations	83.3
My Alliance/Assembly can freely determine how we organise ourselves and come together to engage, negotiate and make decisions	83.3
My Regional Alliance/Assembly is clear about our roles and responsibilities under the Accords.	83.3
Sample (n)	6

Table 9: Statements of the working relationship that occurred most frequently (Public Official perspective)

Statement	Public Official (%)
My government agency understands what we can make decisions about and have responsibilities for.	100
My government agency understands what parts of the Accord Regional Alliances/Assemblies can make decisions about and have responsibilities for.	100
My government agency is clear about roles and responsibilities under the Accords.	100
My group/organisation has a strong knowledge base which informs and enables decision-making and negotiations	100
There are on-going opportunities available to strengthen my capacity and capability to engage and work with Regional Alliances/Assemblies.	100
LDM is widely promoted across all the agencies that my organisation is working with.	100
Sample (n)	1

Table 10: Questions (Mean response between NCARA and public officials)

Questions	Mean response (standard deviation) (Public Officials) (n=1)	Mean response (standard deviation) (NCARA) (n=6)
Local community protocols and code of conduct are embedded and reflected in the Accord negotiations and implementation.	2.00 (0.00)	1.50 (0.76)
All parties are adequately resourced to participate in the LDM processes.	3.00 (0.00)	3.33 (0.75)
Roles and responsibilities for decision-making around the Accords are determined according to the strength and expertise of each partner.	2.00 (0.00)	2.17 (0.69)
The expertise and skillset that government agencies bring to the Accord negotiations and implementation are adequately resourced.	2.00 (0.00)	-
The expertise and skillset that Regional Alliances/Assemblies bring to the Accord negotiations and implementation are adequately resourced.	-	3.33 (1.11)
My Alliance/Assembly relies on external funding to undertake LDM activities.	-	1.67 (1.11)
Accord negotiations and implementation are tailored to and respond to community priorities and context.	2.00 (0.00)	1.5 (0.50)
Indigenous knowledge and expertise informs discussions and decision-making.	2.00 (0.00)	1.5 (0.50)
Community knowledge and experiences are applied to develop solutions for local needs.	2.00 (0.00)	1.5 (0.76)
Community and government agencies work together to interpret data and develop solutions in my working group/implementation committee.	3.00 (0.00)	2.67 (0.75)
The authority of government representatives in negotiation and decision-making is respected by other parties in the Accord process.	2.00 (0.00)	-

Community authority/governance in negotiation and decision-making is respected by other parties in the Accord process.	-	2.17 (1.07)
Regional Alliances/Assemblies trust my agency/department to deliver outcomes for the community.	2.00 (0.00)	-
Government agencies trust my Alliance/Assembly to deliver outcomes for my community.	-	2.17 (1.07)
Government agencies have a strong understanding of local community governance and decision-making for the LDM.	2.00 (0.00)	-
Regional Alliance/Assembly members have a strong understanding of government structures and decision-making channels for the LDM.		1.83 (0.69)
Decision-making processes and guidelines for the LDM initiative (Accords) are clear and easy to apply/navigate.	2.00 (0.00)	2.17 (0.37)
Regional Alliances/Assemblies have assurance that government representatives involved in the LDM have decision-making authority.	2.00 (0.00)	2.17 (0.90)
Accurate and relevant information concerning the LDM and Accords are received in a timely manner.	3.00 (0.00)	2.17 (0.37)
Regional Alliance/Assembly members show initiative by communicating and connecting outside of formal business.	3.00 (0.00)	2.17 (0.69)
Government agencies show an interest in better understanding the local context and circumstances concerning this community, not only the priority area they are responsible for.	2.00 (0.00)	2.17 (0.69)
Members of my Accord working group feel comfortable coming together to discuss and share views.	2.00 (0.00)	1.00 (0.00)
In my region, we hear directly from Regional Alliances/Assemblies about activities affecting or concerning the Alliance/Assembly and the implementation of LDM.	2.00 (0.00)	2.5 (0.96)
During the meetings, efforts are made by Regional Alliances/Assemblies to check in and ensure there is a common understanding of what has been communicated and discussed.	2.00 (0.00)	2.33 (0.94)

I feel safe participating in decisions for my Regional Alliance/Assembly/Agency.	NR	1.33 (0.47)
I feel able to voice and share my opinions without being judged, shamed or blamed.	NR	1.33 (0.47)
I feel that my concerns and issues are heard and taken seriously.	NR	2.17 (0.90)
As a group, we are able to have a say/provide input into which priorities matter, whom we want to work with and how the program is delivered/implemented.	2.00 (0.00)	1.67 (0.47)
All parties are able to set or negotiate the terms of engagement in a respectful manner.*	2.00 (0.00)	1.40 (0.49)
Regional Alliance/Assembly members working with us have a genuine interest in the LDM goals and its success.	2.00 (0.00)	-
Government representatives working with us have a genuine interest in the LDM goals and its success.	-	2.00 (0.58)
Regional Alliance/Assembly members working with us find ways to ensure the LDM Accords are implemented successfully.	2.00 (0.00)	-
Government agencies working with us find ways to ensure the LDM Accords are implemented successfully.	-	2.17 (0.69)
Regional Alliance/Assembly representatives are making decisions and recommendations in line with the overall LDM goals.	2.00 (0.00)	-
Government representatives are making decisions and recommendations in line with the overall LDM goals.*	-	2.40 (1.02)
Regional Alliance/Assembly representatives responsible for implementing the Accords make decisions and recommendations in the best interest of the community	2.00 (0.00)	-
Government representatives responsible for implementing the Accords make decisions and recommendations in the best interest of the community.*	-	2.20 (0.75)
Partners in the LDM are able to have conversations respectfully and no matter how difficult the topics are.	2.00 (0.00)	1.33 (0.47)

Problems and concerns are discussed and worked through taking as much time as needed during and after meetings.	2.00 (0.00)	1.67 (0.75)
Processes to resolve disagreements are understood by all partners.	2.00 (0.00)	2.17 (0.90)
Collective interest and goals rather than individual agendas guide discussions in my working group/the Accord.	3.00 (0.00)	1.50 (0.76)
When making important decisions, parties to the Accord think about whether it will be good for the partnership/relationship.*	2.00 (0.00)	1.60 (0.80)
My government agency understands what we can make decisions about and have responsibilities for.	1.00 (0.00)	-
My Alliance/Assembly understands what we can make decisions about and have responsibilities for.	-	2.00 (0.37)
My government agency understands what parts of the Accord Regional Alliances/Assemblies can make decisions about and have responsibilities for.	1.00 (0.00)	-
My Alliance/Assembly understands what parts of the Accord government can make decisions about and have responsibilities for.*	-	2.00 (0.40)
My department's contributions are recognised and acknowledged by other parties in the Accord process.	2.00 (0.00)	-
My group's contributions are recognised and acknowledged by other parties in the Accord process.	-	1.67 (0.75)
Partners in the LDM work in a manner that minimises the risk and harm of trauma and re-traumatisation.	-	1.67 (0.75)
Diverse opinions are expressed freely and respectfully at meetings and negotiations.	2.00 (0.00)	1.50 (0.50)
Diverse opinions shared are valued and considered during meetings and negotiations.	2.00 (0.00)	1.50 (0.50)
Decision-making processes accommodates diverse inputs and viewpoints.	2.00 (0.00)	1.50 (0.50)
All parties are treated as equals in the Accord negotiations and implementation.*	2.00 (0.00)	2.00 (0.63)

Relevant information is shared appropriately between parties in the Accord.	2.00 (0.00)	2.33 (0.75)
My department/agency is given sufficient time to deliberate and reach consensus.	NR	-
My Regional Alliance/Assembly is given sufficient time to deliberate and reach consensus.	-	1.33 (0.47)
My department/agency has access to the necessary resources and expertise to make informed decisions and negotiate on an equal footing.	NR	-
My group has access to the necessary resources and expertise to make informed decisions and negotiate on an equal footing.	-	2.83 (1.07)
My organisation has a strong knowledge base which informs and enables/empowers decision-making and negotiation.	1.00 (0.00)	-
My group has a strong knowledge base which informs and enables/empowers decision-making and negotiation.	-	1.33 (0.75)
My agency/department can freely determine how we organise ourselves and come together to engage, negotiate and make decisions.	NR	-
My Alliance/Assembly can freely determine how we organise ourselves and come together to engage, negotiate and make decisions.	-	1.17 (0.37)
The necessary processes and time needed by my agency to respond to a query or reach consensus are understood and respected by Regional Alliances/Assemblies.	2.00 (0.00)	1.83 (0.37)
There are on-going opportunities available to strengthen my capacity and capability to engage and work with Regional Alliances/Assemblies.	1.00 (0.00)	-
There are on-going opportunities available to strengthen my Alliance's/Assembly's capacity and capability to engage and work with government.	-	2.67 (0.94)
There is a shared understanding of what the LDM is trying to achieve and what this means for those involved in the LDM Accord processes.	3.00 (0.00)	2.17 (0.69)

There is a shared understanding of what has been agreed and signed in the Accords between all Accord parties.*	3.00 (0.00)	1.60 (0.49)
My department/agency is clear about our roles and responsibilities under the Accords.	1.00 (0.00)	-
My Regional Alliance/Assembly is clear about our roles and responsibilities under the Accords.	-	1.33 (0.75)
Regional Alliances/Assemblies are clear about their roles and responsibilities under the Accords	3.00 (0.00)	-
Government agencies are clear about their roles and responsibilities under the Accords	-	2.50 (0.50)
Regional Alliances/Assemblies know and understand the objectives of the LDM and Accord.	2.00 (0.00)	-
Government agencies know and understand the objectives of the LDM and Accord.	-	2.33 (0.47)
Government agencies regularly receives information on how particular issues are resolved and how decisions are made.	3.00 (0.00)	-
Regional Alliances/Assemblies regularly receives information on how particular issues are resolved and how decisions are made.	-	2.5 (0.50)
Reporting of milestones and deliverables are done both ways and in a timely manner.	3.00 (0.00)	2.50 (0.76)
Government agencies have performed their roles and responsibilities in a timely manner.	2.00 (0.00)	2.33 (0.47)
Regional Alliances/Assemblies have performed their roles and responsibilities in a timely manner.	2.00 (0.00)	1.50 (0.50)
Potential changes to the Accords are discussed with and agreed to by all parties.	2.00 (0.00)	2.00 (0.58)
There are equal opportunities for all to discuss and review changes to the Accords prior to any actions being taken.	2.00 (0.00)	1.83 (0.69)
Roles, responsibilities and Accord related processes are clearly documented and shared within the Alliance/Assembly.	3.00 (0.00)	2.00 (0.58)
There are processes and guidelines in place to minimise disruption to the Accord development and implementation.	2.00 (0.00)	2.33 (0.75)

LDM is widely promoted across all the agencies that my organisation is working with.	1.00 (0.00)	-
LDM is widely promoted across all levels of government that my Regional Alliance/Assembly is working with.	-	2.67 (0.75)
Regional Alliances/Assemblies are championing/advocating for the LDM goals/commitments in their roles and work program.	2.00 (0.00)	-
Government agencies are championing/advocating for the LDM goals/commitments in their roles and work program.	-	2.17 (0.69)
Regional Alliances/Assemblies take actions to get buy in and support for the LDM across government structures.	2.00 (0.00)	-
Government agencies take actions to get buy in and support for the LDM across government structures.	-	2.50 (0.58)
Government departments are familiar with the content of the Accord.*	2.00 (0.00)	2.40 (0.49)
Government departments understand what needs to be delivered under the Accord.*	2.00 (0.00)	2.00 (0.63)
Government is delivering on the Accord priorities.	2.00 (0.00)	2.33 (0.75)
Regional Alliance/Assembly representatives understand what needs to be delivered under the Accord.	3.00 (0.00)	-
Regional Alliance/Assembly members are familiar with what is contained in the Accords.	2.00 (0.00)	-
All partners are strongly committed to the LDM and unlikely to withdraw from it.	2.00 (0.00)	1.83 (0.69)
Partners periodically review how the LDM is working, its visions and achievements.	2.00 (0.00)	2.00 (0.82)
Regional Alliances/Assemblies are committed to monitoring and evaluating Accord progress.	2.00 (0.00)	-
Government agencies are committed to monitoring and evaluating Accord progress.*	-	2.20 (0.40)

Regional Alliances/Assemblies regularly share and report challenges, learnings and achievements to the partners.	2.00 (0.00)	-
Government agencies regularly share and report challenges, learnings and achievements to the partners.*	-	2.40 (0.49)
Parties are willing to change what they do and how they do it.	2.00 (0.00)	2.00 (0.58)
Opportunities to learn more about the local Country and community are taken up by government agencies.	2.00 (0.00)	1.67 (0.75)
There are opportunities to learn from each other on what is working and what needs improvement.	3.00 (0.00)	1.67 (0.47)
Regional Alliance/Assembly members are self-aware of any personal biases and prejudices they bring to the Accord processes.	3.00 (0.00)	-
Government agencies are self-aware of any personal biases and prejudices they bring to the Accord processes.*	-	2.33 (0.75)
Regional Alliance/Assembly members are aware of any cultural biases and prejudices they bring to the relationship with government agencies.	2.00 (0.00)	-
Government agencies are aware of any cultural biases and prejudices they bring to the relationship with government agencies.	-	1.80 (0.75)
Regional Alliance/Assembly representatives are conscious of unintended consequences from their interactions and engagements with government agencies.	3.00 (0.00)	-
Government agencies are conscious of unintended consequences from their interactions and engagements with Regional Alliances/Assemblies.*	-	2.00 (0.63)
Regional Alliances/Assemblies are adaptable and responsive to the needs and changing circumstances of government operations.	3.00 (0.00)	-
Government agencies are adaptable and responsive to the needs and changing circumstances of Regional Alliances/Assemblies.	-	2.17 (0.90)

Regional Alliances/Assemblies are adaptable and responsive to the needs and changing circumstances of government operations.	3.00 (0.00)	-
The language and framing of the Accords reflect the futures and priorities of Regional Alliances/Assemblies.	2.00 (0.00)	1.83 (0.69)
The Accords are framed in a collaborative manner and tailored to each Regional Alliance/Assembly.	NR	1.67 (0.47)
The language in the policy documents are changing to reflect learnings from the LDM and feedback from the Regional Alliances/Assemblies.	NR	1.67 (0.47)
Government and non-government agencies are more aware and knowledgeable about LDM and the representative Regional Alliance/Assembly in the region	2.00 (0.00)	2.33 (0.47)
Regional Alliances/Assemblies are represented on all decision-making tables in the region on community issues and priorities.	3.00 (0.00)	2.67 (0.47)
The LDM has transferred greater decision-making authority to Regional Alliances/Assemblies and local communities on issues concerning them in the region.	3.00 (0.00)	2.67 (0.94)
There is greater access and sharing of data and information across all parties to the relationship.	2.00 (0.00)	3.00 (0.58)
There are more opportunities to work with government to develop solutions for community issues.	NR	2.17 (0.37)
The signed Accords guide the design of government policies and programs in priority areas.	3.00 (0.00)	2.50 (0.76)
The LDM and signed Accords are embedded in the work program and activities of government agencies.	3.00 (0.00)	2.83 (0.37)
Funding for the community is being allocated and utilised according to community priorities.	3.00 (0.00)	2.33 (0.75)
New initiatives proposed and/or prioritised by Regional Alliances/Assembly are being implemented (or are in the process of being implemented).	3.00 (0.00)	2.50 (0.50)

There is additional funding being provided for initiatives and programs proposed through the Accord.	NR	2.20 (0.75)
There are improvements in the lives of Aboriginal families and individuals in my community as a result of the Accords negotiated and implemented.	3.00 (0.00)	2.40 (0.49)
Culturally appropriate and priority services are being delivered to the community.	NR	2.17 (0.69)
Regional Alliances/Assemblies are feeling empowered through the LDM process.	3.00 (0.00)	2.33 (0.47)
Regional Alliances/Assemblies are feeling more confident and hopeful about working with government to further community priorities.	NR	1.67 (0.47)
Regional Alliances/Assemblies are seen as role models for other communities in the region.	3.00 (0.00)	2.20 (0.40)
There are increasing Aboriginal communities initiating the LDM process.	NR	2.20 (0.75)
The LDM model has influenced thinking at the state and Commonwealth level on Indigenous policy design and service delivery.	NR	1.60 (0.49)
The LDM initiative is evolving to reflect the learnings and feedback from all parties.	NR	1.80 (0.40)
The LDM has created opportunities and access to other networks and connections for Regional Alliances/Assemblies.	NR	2.40 (0.49)

Note: There was only one response from the Public Officials Group.

Note: * indicate there were only five reported responses out of six.

Note: - indicates the question was not asked due to non-applicability or a mirror question is asked for the respective party to the working relationship.

Note: NR is no response provided by the respondent

Learnings from piloting the survey

In piloting the survey, a few learnings emerged around implementation as well as framing of questions to measure the LDM working relationship. The learnings are listed below in no particular order.

- There were some challenges choosing between categorical options suggesting a sliding bar might be most useful between Rarely to Frequently. Further advice sought also suggested that perhaps the responses should be on a continuum of agreement or disagreement rather than frequency which may be more informative.
- While some questions can be easily implemented by changing the relevant party to the relationship (government agency to Regional Alliance/Assembly and vice versa), some other questions may benefit from asking twice with each party first assessing their perspective as well as that of the partner they work with. This is likely to increase the length of the survey, but could provide some critical insights.
- This tool will provide an aggregate summary of the relationship between both parties. However, if the intent is to capture the relationship that forms between particular Regional Alliances/Assemblies and public officials, the option of nominating three to five other individuals whom both parties are working with to respond to the question may reflect better the assessment of the relationship.
- While the pilot survey avoided the option of refusal, don't know or not applicable to reduce the missing data, there were several missing responses highlighting the need for alternative responses.
- Following the don't know or refusal responses, an open-ended question to follow up on the reasoning behind the response will provide some valuable insights.
- The baseline and endline data should possibly be the start and end of each stage of the LDM Accord-making process.
- There should be face to face as well as online administration of such a survey.
- In responding to the questions, there were a range of circumstances framing the responses. Some participants were thinking about the most positive situation while others were thinking about the worst possible situation. There were also others who were responding in terms of what their assessment would be overall or on average.
- If there is an intent to reduce the questions, some exploratory factor analysis could be undertaken to see how the questions are clustering together. Given the small sample size, this was not undertaken.
- Given the small sample size, only the questions with higher and lower variability were presented here. While higher variability may be providing some important insights into the diversity of experiences, these experiences could be quite personal given the working relationship varies individually, regionally as well as depending on the priority area or working group composition. The questions with lower variability but assessing poorly (i.e. occurring rarely or never at all) may suggest consistency in experiences or possibly systemic issues at play.
- While there were some questions asked about the individual's personal circumstances (gender, Indigenous status), there were individuals who preferred not to answer the question possibly due to the small sample making it easier to identify the responses.

References

- Aboriginal Affairs NSW (AANSW) (2017a). *Local Decision Making Information Package*. AANSW.
https://www.aboriginalaffairs.nsw.gov.au/media/website_pages/working-differently/local-decision-making/about-local-decision-making/Local-Decision-Making-Information-Package.pdf
- Aboriginal Affairs NSW (AANSW) (2017b). *Transforming the Relationship between Aboriginal peoples and the NSW Government, Aboriginal Affairs NSW research agenda 2018-2023*. AANSW.
https://www.aboriginalaffairs.nsw.gov.au/media/website_pages/research-and-publications/AANSW-Research-Agenda-2018-2023-Transforming-the-relationship-between-Aboriginal-peoples-and-the-NSW-Government.pdf
- Centre for Aboriginal Economic Policy Research (CAEPR) (2019). *OCHRE LDM Evaluation Stage 2: Evaluation Blueprint: A blueprint for the production of local evaluation plans 2019–2021*. Australian National University.
- Creswell, J., and Plano-Clark, V. (2007). *Designing and conducting mixed methods research*: SAGE.
- Dillon, M. & Westbury, N. (2007). *Beyond humbug: Transforming government engagement with Indigenous Australia*. Seaview Press.
- Dreise, T. & Marzuki, E. (2018). *Weaving knowledges: knowledge exchange, co-design and community-based participatory research and evaluation in Aboriginal communities: literature review, case study and practical tips*. Aboriginal Affairs NSW.
- Howard-Wagner, D. and Markham, F. (2023) *Preliminary Findings of the OCHRE Local Decision Making Stage 2 Evaluation* (Commissioned Report No. 1/2023), Centre for Aboriginal Economic Policy Research, Australian National University. <https://doi.org/10.25911/YPGB-E627>.
- Hunt, J. (2013). *Engaging with Indigenous Australia – exploring the conditions for effective relationships with Aboriginal and Torres Strait Islander communities* (Issue Paper 5). Australian Institute of Health and Welfare.
- Jarvie, W. (2008). Working differently to make a difference in Indigenous communities. *Public Administration Today*, 14, 5–13.
- Katz, I., Bates, S., Idle, J., Wendy, J., & Michael, B. (2018). *OCHRE Evaluation Synthesis Report: Stage 1 Final Report*. Social Policy Research Centre, The University of New South Wales.
<https://doi.org/DOL:10.26190/5b42881d96051>.
- Marika, R., Yunupingu, Y., Marika-Mununggiritj, R., & Muller, S. (2009). Leaching the poison – the importance of process and partnership in working with Yolngu. *Journal of Rural Studies*, 25(4), 404–13.
doi:10.1016/j.jrurstud.2009.05.007
- Moussa, Z. (2009). Rivers of life. In H. Reid, M. Alam, R. Bergerm, T. Cannon, & A. Miligan (Eds.), *Participatory learning and action – community based adaptation to climate change*. IIED, Russell Press.
- Murdi Paaki Regional Assembly (2019). *Murdi Paaki Regional Assembly Community Led Governance Lessons Learned* - <https://mpr.a.com.au/uploads/images/MPLL%20Part%20B.pdf>.
- NSW Coalition of Regional Alliances (2018). *A Step Closer: A Report with Recommendations from NCARA to the New South Wales Government following Stage One of the OCHRE Evaluation*. NCARA.

<https://www.aboriginalaffairs.nsw.gov.au/conversations/ochre/about-ochre/evaluation-implementation/NCARA-Report-08-18.pdf>

Te Puni Kokiri (Ministry of Māori Development) (2006). *Te hanga whanaungatanga mo te hononga hangai ki te Māori: Building relationships for effective engagement with Māori*. Fact sheet 32.

Walden, I. (2016). *Talking back to policy: Aboriginal participation in policy making* [Unpublished doctoral dissertation]. University of New South Wales. <http://handle.unsw.edu.au/1959.4/56561>.

Yap, M., & Yu, E. (2016). *Community wellbeing from the ground up: A Yawuru example* (BCEC Research Report No. 3/16). <https://bcec.edu.au/assets/bcec-community-wellbeing-from-the-ground-up-a-yawuru-example.pdf>

Appendix 1

Instrument-related engagements and activities (May 2020 – June 2022)

Date	Organisation	Activity type	No. participants
1 May 2020	OCHRE Steering Committee	Workshop with committee on proposed approach to co-developing the instrument	Approx 8 - 10 participants
20 Nov 2020	OCHRE Steering Committee	Update on instrument development	Approx 8 - 10 participants
15 Jan 2021	Regional NSW staff	Stage 1 - Group discussion	2 x Regional NSW staff
20 Jan 2021	Regional NSW Directors	Stage 1 - Group discussion	7 x Regional NSW directors or reps
20 Jan 2021	Aboriginal Affairs NSW Regional Offices	Stage 1 - Group discussion	5 x AANSW staff
22 Jan 2021	Barang Regional Alliance	Stage 1 - Group discussion	4 x Barang members
10 Feb 2021	IWAAC	Meeting with IWAAC Board to introduce the instrument	2 x IWAAC members
17 March 2021	IWAAC	Stage 1 - One-on-one discussion	4 x IWAAC members
7 June 2021	TRRA	Meeting with TRRA delegates to share information about the instrument	Approx. 10 TRRA delegates
8 June 2021	TRRA	Stage 1 - One-on-one discussion	1 x TRRA delegate
10 June 2021	MPRA	Presentation to MPRA members Stage 1 – reviewing indicators developed from MPRA report.	Approx. 20 MPRA delegates
23 June – 5 July 2021	Regional NSW and Aboriginal Affairs NSW Regional Offices	Stage 2 - Online survey to prioritise indicators	7 x participants
23 of June – 5 July 2021	Regional Alliances/Assemblies	Stage 2 - Online survey to prioritise indicators	1 x participant
23 June 2021	NCARA	Stage 2 – Workshop with NCARA to rank indicators	5 x participants
16 July 2021	OCHRE Steering Committee	Sharing progress of Stage 1 and 2 of the instrument development	Approx 8 - 10 participants

19 July 2021	Regional NSW staff	Stage 2 – Group discussion to prioritise indicators	4 x participants
22 July 2021	Aboriginal Affairs NSW Regional Offices	Stage 2 – Group discussion to prioritise indicators	5 x AANSW staff
28 July 2021	MPRA	Stage 2 – Group discussion to prioritise indicators	Approx 8 MPRA delegates
13 September 2021	Barang Regional Alliance	Stage 2 and 3 – Group discussion to prioritise indicators and review survey questions	7 x Barang members
8 October 2021	NCARA	Stage 3 – Workshop to review survey instrument	5 x participants
28 November 2021	NCARA	Piloting the survey	6 x participants
4 March 2022	OCHRE Steering Committee	Discussions from piloting the instrument and sharing revised instrument	5 x participants
16 March 2022	NCARA forum	Discussions from piloting the instrument and how the instrument will fit in the evaluation more broadly.	4 x NCARA delegates, 1 NCARA senior project officer, 1 Regional alliance project officer, 3 AANSW Staff
March to April 2022	NSW public officials	Piloting the instrument	10 x participant (1 response)
12 September 2022	AANSW, NCARA, OCHRE Steering Committee	Revised survey instruments and draft report distributed for feedback	
29 September 2022	AANSW	Feedback provided	
5-21 Oct 2022	OCHRE Steering Committee	Feedback provided	
22 February 2023	NCARA, AANSW	Discuss practical implementation and future use of the survey instruments	
August 2023	NCARA, Regional Alliances, NSW Public officials	Draft report is circulated to participants for feedback and to check their contributions	
29 August 2023	NCARA, AANSW, CAEPR	Final draft survey instruments circulated and any final changes or suggestions noted.	8 x NCARA delegates, 1 NCARA senior project officer

3 November 2023	NCARA, AANSW, CAEPR	Final revision of survey instrument	4 x NCARA delegates, 1 NCARA senior project officer
--------------------	------------------------	-------------------------------------	--