

# WORKSHOP REPORT

## WORKING IN PARTNERSHIP

*Mining and Indigenous Communities*

Cloncurry,  
Queensland

10<sup>th</sup>-11<sup>th</sup> June, 2004.

*Prepared*

*for*

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# 1. INTRODUCTION

## 1.1 Background

The *Working in Partnership – the Mining Industry and Indigenous Communities Program* was launched by the Commonwealth Government on 3<sup>rd</sup> August 2001. The program is administered by the Department of Industry, Tourism and Resources and seeks to promote long term partnerships between Indigenous communities and the exploration and mining industry.

In addition to promoting long term partnerships, the program aims to support and encourage the ongoing cultural change that has occurred between the exploration and mining industry and Indigenous communities in recent years. In so doing, it seeks to build on relevant research which has recently been conducted in relation to sustainable mining practices.<sup>1</sup>

Since the program's inception, the Department has developed an information kit which:

- presents selected case studies of successful partnership relationships between mining companies and Indigenous communities, showing a variety of approaches and outcomes;
- reflects the diverse experiences of some of the people involved in the partnership process;
- illustrates the achievements of particular companies and Indigenous communities; and
- provides information on the relevant government and industry programs that provide partnership initiatives.

The information kit can be accessed by contacting the Department directly or through the program website: <http://www.industry.gov.au/indigenouspartnerships>.

The program has also involved the conduct of a series of regionally based workshops in key areas of interest throughout Australia. To date, four workshops have been conducted, with the first being held in Alice Springs in June 2002, the second and third in Kalgoorlie and Port Hedland, respectively, in March and May 2003, and the fourth in Rockhampton in April 2004.

The workshops have served to bring together stakeholders in major regional centres of mining activity, and to facilitate the discussion of local issues and progress towards achieving local outcomes.

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<sup>1</sup> See, e.g., Indigenous Support Services and ACIL Consulting, *Agreements between Mining Companies and Indigenous Communities: A Report to the Australian Minerals and Energy Environment Foundation*, 2001 (available online at <http://www.natural-resources.org/minerals/CD/docs/mmsd/australia/finalreport/indigenous.pdf>); The Allen Consulting Group, *Indigenous Communities & Australian Business: From Little Things, Big Things Grow*, 2001 (available online at <http://www.bca.com.au/content.asp?newsid=87347>); D Brereton, "The Role of Self-Regulation in Improving Corporate Social Performance: The Case of the Mining Industry", Centre for Social Responsibility in Mining, University of Queensland, 2002 (available online at [http://www.csr.uq.edu.au/docs/brereton\\_2002\\_1.pdf](http://www.csr.uq.edu.au/docs/brereton_2002_1.pdf)); L Tedesco *et al*, *Indigenous People in Mining*, Australian Bureau of Agricultural and Resource Economics, 2003.

## **1.2 Cloncurry Working in Partnership Workshop**

In January 2004, the Department commissioned Grant Sarra Consultancy Services to conduct two workshops in Queensland as a continuation of the program.

The first Queensland workshop was conducted in Rockhampton on the 16<sup>th</sup> and 17<sup>th</sup> April 2004. Cloncurry was chosen as the location for the second Queensland workshop primarily because of its location relative to North Western Queensland's metalliferous mining and exploration activity.

The Grant Sarra Consultancy Service workshop planning and facilitation team consisted of:

- Grant Sarra, Project Director and Lead Facilitator - Grant Sarra Consultancy Services; and
- Dr Sally Sheldon, Project Manager and Facilitator - School of Law, Queensland University of Technology.

## **1.3 Purpose of this Report**

The purpose of this report is to provide:

- an overview of the Cloncurry workshop, including its methodology, theme, aims and expected outcomes, structure and activities;
- details of workshop outcomes; and
- suggestions that may enhance future partnerships in the region.

The report recognises the diverse situations and circumstances that confront exploration and mining companies and Indigenous Traditional Owner groups throughout Australia.

For this reason, the suggestions provided in this report to enhance future partnerships in the North West Queensland region are not to be taken as necessarily applicable to other regions throughout Australia.

## 2. WORKSHOP OVERVIEW

### 2.1 Workshop Theme, Aims and Expected Outcomes

#### **Theme**

The central theme of the workshop was the desirability of exploration and mining companies and Indigenous communities exploring possibilities for partnership building, in a context in which they:

- recognise that they have much to learn from each other; and
- acknowledge the potential for mutual benefit that exists in establishing sound working relationships with each other.

#### **Aims and expected outcomes**

The Cloncurry workshop had as its central aim the provision of a neutral regional forum, in which key stakeholders from the mining and exploration industry, Indigenous communities and key government departments and service agencies could meet to discuss regional issues and work towards regional solutions relevant to the support of local partnerships.

Like earlier workshops in the program series, the workshop was not designed as an information-dissemination exercise, and was not, therefore, structured around formal presentations from guest speakers or invitees. Nor was the workshop aiming to develop “solutions” to regional problems which would be implemented and funded by the Commonwealth Government. Rather, in keeping with the fact that the workshop facilitators and the departmental officers responsible for the workshop program were not based in the region, the workshop was designed to assist regional stakeholders to forge for themselves initiatives which they could develop and direct at a local level, wherever possible making more effective use of existing resources.

In particular, the specific aims and expected outcomes of the workshop were to:

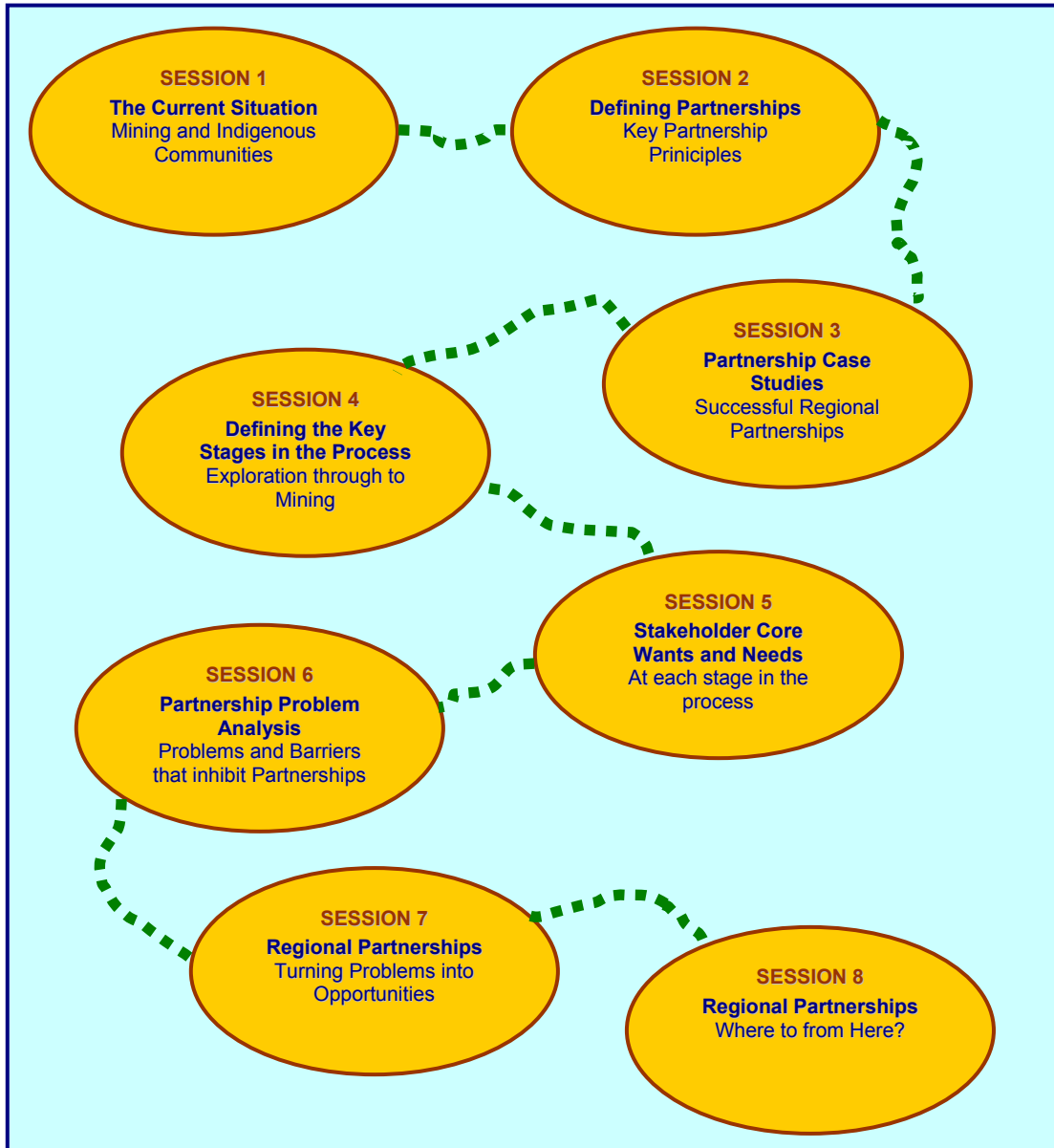
- continue to promote positive interactions and enhance relationships between Indigenous Traditional Owner groups and exploration and mining companies;
- generate open and honest self-reflection and dialogue relating to partnership-building;
- identify regional factors that inhibit partnership arrangements;
- identify regional factors that enhance partnership arrangements and contribute to the achievement of culturally appropriate, community sensitive and business minded outcomes; and
- learn from each other.

All participants were encouraged to move their focus beyond short-term problems to the long-term mutual benefits offered by partnership relationships. The intention was to direct stakeholders’ efforts beyond debate towards a constructive dialogue addressing the six main themes of the Working in Partnership program:

- Employment
- Education and training
- Business opportunities
- Cultural awareness
- Capacity building
- Economic empowerment

## 2.2 Methodology

In keeping with the workshop aims and the approach taken at earlier workshops in the program series, the Cloncurry workshop was designed to maximise the time available for participant discussion of key issues. Following a planned traditional welcome to country, introductions and general scene setting, the workshop agenda was organised into the following sessions:



Sessions were ordered to allow discussion to develop as naturally as possible, while being channelled in a progressively more constructive direction which was focused on achieving the workshop aims. A mix of small group work and whole group discussions was included, as appropriate. Strict adherence to the agenda was never an imperative, and a degree of flexibility was built into the two-day program.

## 2.3 Workshop Planning

The following information was reviewed and considered in planning the Cloncurry workshop:

- Advice provided by the Department of Industry, Tourism and Resources.
- Background research conducted by the consultancy team.
- Experience obtained from past workshops in the Working in Partnership series.
- Information obtained through ongoing consultation with key stakeholders, and follow-up contact with individual short-listed invitees, in the North West Queensland region.

### 2.3.1 Preliminary Consultation with Key Stakeholders

Preliminary consultations commenced in late April 2004 with the Carpentaria Land Council Aboriginal Corporation, Traditional Owner groups, mining and exploration companies, and relevant government departments and service agencies.

The purpose of these initial consultations was to:

- introduce the consultancy team members and the project;
- provide information about the rationale, objectives and proposed format of the workshop;
- solicit initial responses to the idea of the workshop;
- identify potential issues to be addressed at the workshop;
- identify protocols and procedures necessary to obtain a comprehensive list of contact names and details for possible invitees; and
- establish ongoing lines of communication between ourselves and the key stakeholder bodies involved.

### 2.3.2 Workshop Participation

Experience at earlier workshops in the Working in Partnership series suggested that the Cloncurry workshop would benefit from representation from:

- the full range of Indigenous communities in the region, especially those Traditional Owner groups who, as registered native title claimants, are or will typically be in the “front-line” of negotiations with mining/exploration companies; and
- as many mining and exploration companies with active involvement in the North West Queensland region as possible.

Preliminary feedback from potential invitees in the North West Queensland region emphasised that, within these two groups, it was important to ensure levels of participation which would accurately reflect the broad range of community and industry perspectives, and provide a foundation for meaningful and constructive discussion.



Appropriate weight was given to these considerations in finalising the shortlist of invitees. Particular criteria considered included:

- Interest in and willingness to participate in the full program.
- Experience in negotiations and other partnership-building activities between Indigenous communities and the mining/exploration sector.
- In the case of mining/exploration companies, their level of current and proposed activity in the region.
- In the case of Indigenous groups, their level of experience and/or interest in dealing with mining/exploration companies.
- In the case of government departments and service agencies, their capacity to contribute constructively to key issues for discussion in the workshop program.

Potential invitees from all identified Traditional Owner groups, mining/exploration companies, and government departments and service agencies with involvement in the region were approached individually and/or through appropriate intermediaries (e.g., the Land Council, the Queensland Resources Council, other governmental contacts). Once initiated, follow-up contact was maintained with invitees in the lead-up to the workshop itself.

### **2.3.3 Venue**

The venue chosen for the Cloncurry workshop was the Gidgee Inn Motel, located on the Barkly Highway in Cloncurry. With motel room accommodation, conference facilities and external entertainment areas located on site, the Gidgee Inn was an ideal venue for hosting the workshop.

### **2.3.4 Social Function**

A social function was organised for the first night of the workshop. The function was held at and catered for by the Gidgee Inn and consisted of a barbecue supper and beverages. The informal setting and relaxed atmosphere offered participants the opportunity to unwind and interact on an informal basis.

### **2.3.5 Participant Feedback**

At the conclusion of the workshop, participants were provided with the opportunity to provide written feedback by completing a workshop evaluation form.

Just over 50% of workshop participants completed the evaluation form available to them.

As in previous workshops, the comments received were overwhelmingly positive. 85% of respondents agreed that the objectives of the workshop were clear and relevant to their interests, with 73% agreeing that the workshop structure allowed those objectives to be achieved.

88% of respondents indicated that, through the workshop, they had obtained a better understanding of the issues confronting other stakeholder groups in developing partnerships. As a networking exercise, too, the workshop was a success. 85% of respondents stated that they had met a number of people at the workshop with whom they would stay in contact or deal with again.

### 3. WORKSHOP OUTCOMES

The proceedings and outcomes of each of the scheduled workshop sessions are summarised in this section. A more detailed record of the information produced in certain sessions is contained in Appendices B, C and D to this Report.

#### 3.1 Introductions and Scene Setting

The workshop opened with Mrs Kay Douglas, of the Mitakoodi People, extending a generous welcome to all participants on behalf of the Traditional Owners of the area.

Mr David Abbott, Assistant Manager of the Sustainable Mining Section of the Commonwealth Department of Industry, Tourism and Resources, started the workshop proceedings by offering a short explanation of the purpose and history of the Working in Partnership program and the workshop series.

Short presentations were then delivered by Dr Geoff Dickie, Special Adviser to the Native Title & Indigenous Land Services Unit with the Queensland Department of Natural Resources Mines & Energy, Mr Michael Bissell, Senior Policy Officer (Environmental & Social Policy) with the Minerals Council of Australia, and Ms Helen Tait, Future Acts and Capacity Development Officer with the Carpentaria Land Council.

Between them, the presenters made a number of important points about the current situation in the North West Queensland region:

- The North West Queensland region is unique, in terms of its natural beauty, the strong presence of Aboriginal culture, and its exploration/mining potential.
- Exploration and mining in the North West Queensland region is currently experiencing a renewed level of vitality, with a build up of exploration activity promising many new discoveries and providing the foundation for new partnerships to be forged in the course of mining developments.
- There is a need for a regional focus on the issue of partnership development. A focus upon joint opportunities for employment and business development, linking Traditional Owner groups across the region, will provide a securer foundation for long-term employment/training and prosperity for Indigenous people of the region generally.

In his presentation, Michael Bissell drew participants' attention to the recent adoption, by the Minerals Council of Australia, of an Australian Minerals Industry Indigenous Relations Statement (shortly available at <http://www.minerals.org.au>) and Indigenous Relations Engagement Strategy. The Statement records the MCA's vision of a

thriving minerals industry working in partnership with Indigenous communities for the present and future development of mineral resources and establishment of vibrant, diversified and sustainable regional economies and Indigenous communities.

The Indigenous Relations Engagement Strategy offers a framework for the development of Indigenous-related policies and programs which will work towards realising this vision.

These opening presentations set the scene for a group discussion of the meaning of “partnership”. Consensus was reached on a general working definition, as the basis for subsequent workshop discussions. All participants agreed that effective partnerships were:

*“...all about trust, commitment and leadership at every level, vision, respect, the long-term view, resolving conflicts, flexibility, clear and effective strategies, sustained competitive advantage, ownership, empowerment, attitude, innovation, removing hidden agendas, teamwork, people, suppliers, customers, customers customers, suppliers’ suppliers, communication, hard work, making/taking time (a lot of it), cooperation, respect, compromise, interdependence, sharing everything (information, strategy, vision, people, ideas, risk), imagination, creativity, initiative, lateral thinking, friendship, under-compromising, over-delivering, unravelling/managing complexity, getting the basics right the first time every time, exceeding requirements and expectations and achieving world class”.* (T Lendum, *The Strategic Partnership Handbook – A Practical Guide for Managers*, McGraw Hill Book Company Australia, 1997, p 3.)

## 3.2 Partnership Case Studies

In the following session, participants were invited to deliver short case study presentations detailing their past or present involvement in partnership projects in the region or elsewhere. Presentations were delivered by:

### **David Boyd – Newcrest Mining**

With a view towards possible future exploration activity in the greater Mt Isa region, David took the opportunity to explain what Newcrest had learned from its experiences in dealing with Indigenous peoples in Australia and Indonesia and, in particular, in recently concluding a registered Indigenous Land Use Agreement with the Iman and Wulli Wulli people in respect of the Cracow gold mine development, in Queensland’s south-east. In particular, David spoke about the importance of a number of features of the Cracow process:

- It was crucial to have taken time, at the beginning of negotiations, to ensure that Newcrest was dealing with the right Traditional Owner representatives.
- It was prudent to put in place, at the outset, a Cultural Heritage Management Plan that provided for all stages of the process – exploration, development and operation – as this provided a framework for operations in the event that Newcrest discovered (as it did) a substantial deposit (which it has since proceeded to develop).
- Because overlapping native title claims were involved, it was imperative that identical outcomes be negotiated for all groups. A negotiation protocol was beneficial, to the extent that more than one Traditional Owner group was involved.
- A key part of the ILUA (signed prior to the development stage) was the formation of a properly-elected Liaison Committee, whose function it is to facilitate ongoing dialogue between parties to the agreement, and to report annually on activities associated with the agreement’s implementation.

### **Jenny Adams – Indigenous Business Australia**

The role of IBA is to facilitate the formation of partnerships between Indigenous people and industry. Jenny explained that IBA currently has approximately \$80 million invested around Australia, 76% of this amount being invested in rural/remote areas. The businesses involved employ over 200 Indigenous employees. IBA's policy is, where possible, to on sell its successful investments to Traditional Owners. In the greater Mt Isa region, IBA currently has investment interests in Carpentaria Shipping Services (operating out of the Gulf at Macarthur River) and Queensland Bulk Haulage (operating out of Ernest Henry Mine at Cloncurry, and in which Koutha Aboriginal Corporation also has a 25% stake).

### **Maurice Hoyle – Universal Resources**

Operating in a joint venture arrangement with Bolnisi Gold, Universal Resources, a Western Australian-based exploration company, has recently acquired over 1,000 km<sup>2</sup> of mining tenements in the North West Queensland region. A cultural heritage access agreement was signed with the Kalkadoon Traditional Owners over the whole tenement area, and has allowed the companies to double their inherited resource base in a period of three years, through a program of intensive exploration. Maurice identified the key to successful progress as residing in the very good relationship that exists between the parties – a relationship which could be built only because of the continuity of personnel involved on both sides of the negotiations.

### **Doogie Wilson – Xstrata Copper**

Doogie explained that Xstrata Copper, as part of the Kalkadoon Explorers Reference Group (KERG), was involved in negotiating the first ILUA registered in the North West Queensland region. Although the 18-month negotiation process was initially difficult, it had engendered enormous mutual respect on both sides. Xstrata has found that strong relationships with Traditional Owner groups insulate its business from surprises, and form the foundation for the commercial certainty necessary for success.

### **Geoff Dickie – Queensland Native Title & Indigenous Land Services**

Geoff outlined the history of the negotiation of the KERG ILUA, and maintained that although the particular wants and needs of individual Traditional Owner groups present a challenge to the negotiation of broad, regional-type agreements, nevertheless long-term regional agreements are the way forward for the region. A great concern for the region relates to the ongoing viability of the various Aboriginal corporations, prescribed bodies corporate and land trusts which have been set up to assume responsibility for the management of Indigenous land interests. These organisations must be funded and supported in such a way that they are able to discharge their respective responsibilities effectively.

### **Dennis Willets – Waanyi People**

Dennis spoke about the Waanyi People's experiences under the Gulf Communities Agreement, signed in relation to the Century zinc mine. After five years of mine operation, much has been learnt. Overall, Dennis was of the view that the agreement has brought real benefits for the Indigenous communities involved, although he acknowledged that significant problems have been and continue to be encountered – in particular in relation to the challenges of retaining Aboriginal trainees and employees in long-term positions.<sup>2</sup>

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<sup>2</sup> A number of these problems are documented in "Aboriginal Employment at Century Mine", Research Paper No. 3, Centre for Social Responsibility in Mining, University of Queensland, April 2004.

### **Colin Saltmere – Indjilandji-Dithannoi People**

Colin talked about the Indjilandji-Dithannoi people's involvement in the award-winning Georgina River Bridge project, in which Dugalunji Aboriginal Corporation worked in alliance with Barclay-Mowlem, and in their new alliance project with Leightons for the upgrading of the Barkly Highway east of Camooweal. Colin identified the key to such successful partnerships as residing in a willingness, on the part of industry, to deal with Traditional Owners from the very beginning – in the mining context, *pre-exploration* – and to continue to involve Traditional Owner representatives at all stages of the process and to include them in “corporate table” decisions.

## **3.3 Defining the Key Stages in the Process**

Following a brief whole-group discussion, participants generally agreed that there were six key stages that need to be recognised in the overall exploration and mining process.

The key stages, outlined in the diagram below, include: pre-exploration; exploration; project feasibility, leading up to a decision to mine (or not to mine); project development, incorporating mine construction; project commissioning, leading up to a mine becoming operational; and post-mining, primarily focused on mine closure and land rehabilitation.

The identification of key stages in the overall process proved to be useful, particularly for Traditional Owner groups who had limited experience or exposure to the resource industry.

## **3.4 Stakeholder Core Wants and Needs at Each Stage**

With the key stages in the overall process identified, participants were divided into their individual stakeholder groups to analyse their core wants and needs, relevant to partnership building, at each stage in the process. A summary of this analysis is presented below with a full transcript of group results reproduced at Appendix B.

### **3.4.1 Pre-Exploration Stage**

The pre-exploration stage was identified as being an ideal time for explorers to strategically plan and better prepare for projects and to establish relationships with relevant Traditional Owner groups. Explorers need expedient access to land and an effective process to identify key people within relevant Traditional Owner groups. In contrast, Traditional Owner groups require assurances that their cultural heritage, including sacred places and sites of significance, will be identified and preserved and that environmental concerns will be taken into serious consideration.

It would seem that the pre-exploration stage would proceed more effectively for all parties if the following needs could be met:

- Explorers intending to explore in the region should have strategically planned for exploration in the area, and advised Traditional Owner groups in advance of this.
- Explorers should have anticipated and budgeted for the reasonable costs of Native Title and Cultural Heritage negotiations, and should have undertaken background research (where appropriate, with assistance from government and service agencies) as to the appropriate Traditional Owner groups and representatives to contact, and cultural protocols.

- Genealogical studies should have been completed and relevant Traditional Owner representatives should have been identified and received the benefit of preliminary capacity-building which provides them with a good awareness and understanding of the resource industry and specific exploration activities proposed.
- Connections between the explorer and the relevant Traditional Owner group representatives should already have been established and preliminary stakeholder needs identified.
- Clear legislative and supporting administrative processes should have been established and relevant government departments and/or service agencies should have assisted both parties to negotiations to understand their respective rights and obligations in the process.

### **3.4.2 Exploration Stage**

The successful completion of the key steps in the pre-exploration stage should allow for an expedient, culturally appropriate and community sensitive transition into the Exploration stage. In particular:

- Explorers will have identified relevant Traditional Owner representatives and conducted preliminary consultations.
- Explorers will have budgeted for the reasonable costs of Native Title and Cultural Heritage negotiations and ensured that all project related staff will have undertaken basic cultural awareness training and will be conversant with the relevant Traditional Owner group's cultural protocols.
- Relevant Traditional Owner representatives and the explorer will have negotiated a mutual Exploration/Cultural Heritage Agreement (or generic Land Access Agreement).
- Traditional Owner groups will have been sufficiently resourced to ensure their equal participation in the partnership.
- Capacity-building programs for relevant Traditional Owner group representatives will have been maintained to ensure that they continue to have opportunities to enhance their business awareness and knowledge of the resource industry and the activities, budgets and timelines associated with the exploration process.
- Clear legislative and supporting administrative processes should have been maintained and relevant government departments and/or service agencies should continue to assist both parties to negotiations to understand their respective rights and obligations in the process.

### **3.4.3 Project Feasibility Stage**

During the project feasibility stage the following elements were identified by stakeholders as important to maintain an effective partnership:

- Open and effective lines of communication should be maintained between Explorer (and potential mining company) and Traditional Owner group representatives – in particular, the latter must be kept informed of project and company decisions with respect to the potential/interest to mine.

- Relationships between the explorer and the Traditional Owner group representatives need to be maintained and further developed leading up to any decision to mine.
- Capacity-building for the Traditional Owner group needs to be expanded to include other relevant representatives from the group to develop their capacity and awareness of the resource industry and the nature of mining.
- Once a decision to mine has been made, the mining company (and/or the explorer) should then negotiate and sign an Indigenous Land Use Agreement with the Traditional Owner group as a whole. As a minimum, the ILUA process should allow for Traditional Owners to negotiate fair and reasonable opportunities for: employment and training; business opportunities, including joint business ventures; ongoing cultural heritage and environmental protection mechanisms; dispute resolution procedures; financial terms, conditions, structures and processes for the effective transfer of compensation payments or equity returns; and, post-mining, possible land transfer and rehabilitation conditions.
- Relevant mining impact studies (environmental and other) would have commenced and relevant Traditional Owner representatives would have been involved in the planning and decision making processes relating to such studies.
- Mining company staff, relevant to the project, should have commenced localised cultural awareness training programs, delivered by local Traditional Owner group training providers, or qualified trainers endorsed by the group. As the project develops, additional company and contractor staff will need to have completed appropriate cultural awareness training prior to commencing work at the mine site.
- Relevant government departments and/or service agencies should have assisted both parties to negotiations. Appropriate working partnerships between relevant government departments and services agencies will have also been established at this stage, particularly in areas that deal with Native Title and Cultural Heritage, environment, employment and training, business advice and development, governance, and the establishment of community-based trusts and/or incorporations.

#### **3.4.4 Project Development Stage**

During the project development stage it is important that open lines of communication are maintained, capacity-building in response to Traditional Owner group needs is sustained, and relationships between all parties are further developed. At this stage in the process, the following further requirements – which should have been anticipated and planned for in earlier stages – should also be addressed:

- Relevant provisions in the ILUA should be in the process of, or already have been implemented. In particular, where possible, targets and timeframes should have been set in relation to matters such as Indigenous employment. Regular reviews should be undertaken to determine the extent to which such targets and timeframes are being met and, where they are not being met, efforts should be made to identify the reasons for this and possible remedial action that might be taken.
- Traditional Owners should continue to receive support in appropriate management of compensation payments or equity returns.

- Detailed planning and consultation must begin relevant to mine closure and post-mining land use.

### **3.4.5 Project Commissioning-Mine Operation Stage**

By this late stage in the process the foundation for an effective and sustainable partnership should be firmly in place and open lines of communications between the company, the Traditional Owner group and relevant government departments and service agencies must be maintained. Additionally, close attention is also required to the following factors:

- Traditional Owners should be benefiting from permanent employment outcomes and genuine business opportunities/ventures.
- There must be an ongoing commitment on the part of the mining company to its cultural awareness training program, and to maintaining good relations with relevant Traditional Owner groups.
- Relevant agreements must be being implemented with tangible results being achieved across all key areas (eg, environmental standards, employment and training).

### **3.4.6 Mine Closure**

Planning for mine closure should have been incorporated as an integral part of initial environmental impact studies with key land rehabilitation and restoration strategies identified in advance and successfully undertaken throughout each relevant stage during the entire process. Land rehabilitation funding should have been provided for in the ILUA and funds channelled into the effective and environmentally safe rehabilitation and restoration of the land involved.



### 3.5 Partnership Problem Analysis

During the first session of the second day of the workshop, participants were divided into mixed stakeholder groups to identify presently-existing barriers to partnership development in the North West Queensland region. A full record of group results is reproduced at Appendix C.

Among the more significant impediments to partnership development identified were the following:

- Difficulties in correctly identifying Traditional Owner representatives. This tends to be compounded by the fragmentation of groups, overlapping claims, etc.
- Inadequate resourcing of Traditional Owner groups, and lack of existing capacity amongst Traditional Owner representatives to engage in successful negotiations, associated business administration, etc.
- A lack of adequate understanding, on the part of both industry and Traditional Owner groups, of each other's culture.
- An unwillingness to share information, involve Traditional Owners in business decisions, and general lack of communication between stakeholder groups.
- Insufficient and/or inefficient consultation by government with individual Traditional Owner groups.
- Inappropriate reliance upon and/or intervention by professional advisers (particularly lawyers in negotiations).
- A lack of trust, stemming from broken promises, high levels of turnover of staff in organisations involved in negotiations, and other factors.
- Timelines which are too restrictive.
- Unrealistic expectations.

### 3.6 Regional Partnerships – Turning Problems into Opportunities

The final workshop session was devoted to a consideration, by mixed stakeholder groups, of possible options for progressing the partnership process at a regional level. The detailed suggestions canvassed during group discussion are recorded in Appendix D.

It became apparent, during discussion, that the region faces particular difficulties at the present time in progressing partnership-related issues because the process employed by the Carpentaria Land Council for finalising the genealogical reports necessary to resolve overlapping native title claims in the region is still underway.

This process is not expected to be completed for another six months, and it could possibly take a further six to twelve months to feed the relevant findings back to the Traditional Owner groups.

Nevertheless, following discussion of the available options identified by the different groups, the following people nominated to become part of a Regional Partnership Committee to investigate, in the interim, further possible ways of continuing the partnership process in the North West Queensland Region:

- ❖ Bill Bamford (Yulluna people)
- ❖ Lorna Bodganek (Wangkamalda people)
- ❖ Rod Coe (DNRME)
- ❖ June Marshall (Wangkamalda people)
- ❖ Alf Nathan (Pitta Pitta people)
- ❖ Cyril Nathan (Pitta Pitta people)
- ❖ Dorrie Prowse (Yulluna people)
- ❖ Joe Rogers (Wangkamalda people)
- ❖ Marlene Speechley (Waluwarra people)
- ❖ Clem Sullivan (Yulluna people)
- ❖ Helen Tait (Carpentaria Land Council)
- ❖ Brad Tippett (NQACC)
- ❖ Andrew Upfill (Xstrata Copper)
- ❖ Dennis Willets (Carpentaria Land Council)

## 4. REGIONAL CHALLENGES TO PARTNERSHIPS

The Cloncurry Working in Partnership workshop, like previous workshops, exposed a number of essential issues that need to be addressed if partnerships are to be successful in the North West Queensland region. The following provides a summation of these issues.

### 4.1 Developing Mutual Awareness, Knowledge and Understanding

The development of effective training programs by all stakeholders will enhance mutual awareness, knowledge and understanding among each group.

The effective development and ongoing delivery of such programs will ensure that relationships are developed, nurtured and maintained, that confidence in and respect for each other is developed, and that greater certainty is secured for all parties involved in each key stage in the mining process.

Training delivered to Traditional Owner groups should seek to develop awareness, knowledge and understanding of exploration and mining companies by:

- explaining the key stages in the exploration and mining process and discussing company requirements at each stage;
- explaining the company's approach to working with Indigenous communities;
- presenting relevant information relating to projects;
- providing relevant information relating to the company's history, structure and decision-making processes; and
- promoting the importance and significance of, and demonstrating a commitment to, working in partnership.

Training should also be provided for persons involved in the project at all levels of mining, exploration and associated contracting companies, and should, as a minimum, aim to:

- provide an insight into traditional through to contemporary Indigenous culture, heritage and society;
- provide an insight into the historical problems and issues that impact upon Indigenous people in the region, and/or the specific Traditional Owner group;
- explain Traditional Owner communication requirements and protocols;
- highlight Traditional Owner strategic priorities and aspirations; and
- promote the importance and significance of, and demonstrate a commitment to, working in partnership.

From a government and service agency perspective, training for other key stakeholders should, as a minimum, aim to:

- highlight and explain government programs and support options relevant to projects;
- provide updated information relating to relevant legislative changes;
- provide information and advice on how to access relevant support or assistance; and

- promote the importance and significance of, and demonstrate a commitment to, working in partnership.

## **4.2 Establishing and Maintaining Relationships**

The importance of establishing and maintaining relationships at the regional level should not be underestimated. Good relationships between explorers, miners, relevant government departments, service agencies and Traditional Owners need to be developed as early as possible in the process.

Effective relationship building processes will ensure that:

- potential project problems and issues are identified and resolved early on;
- key people in the process are identified and factored into relevant negotiations from the outset;
- opportunities for mutual trust, confidence, understanding and respect are established early; and
- certainty for all stakeholders is created.

## **4.3 Establishing a Functional Regional Partnership Advisory Committee**

The establishment and appropriate resourcing of a functional Regional Partnership Advisory Committee should enhance communication and general awareness and understanding among all stakeholder groups.

An effective Regional Partnership Advisory Committee should not seek to displace or attempt to replicate the functions of existing organisations within the region. Rather, it would attempt to:

- provide leadership and strategic direction for all stakeholder groups;
- provide basic advice, information and direction to individual stakeholder groups seeking assistance;
- disseminate information to all stakeholder groups promoting the importance and benefits of working in partnership throughout the region; and
- identify and actively promote successful partnerships throughout the region.

## **4.4 Addressing Resource Disparity**

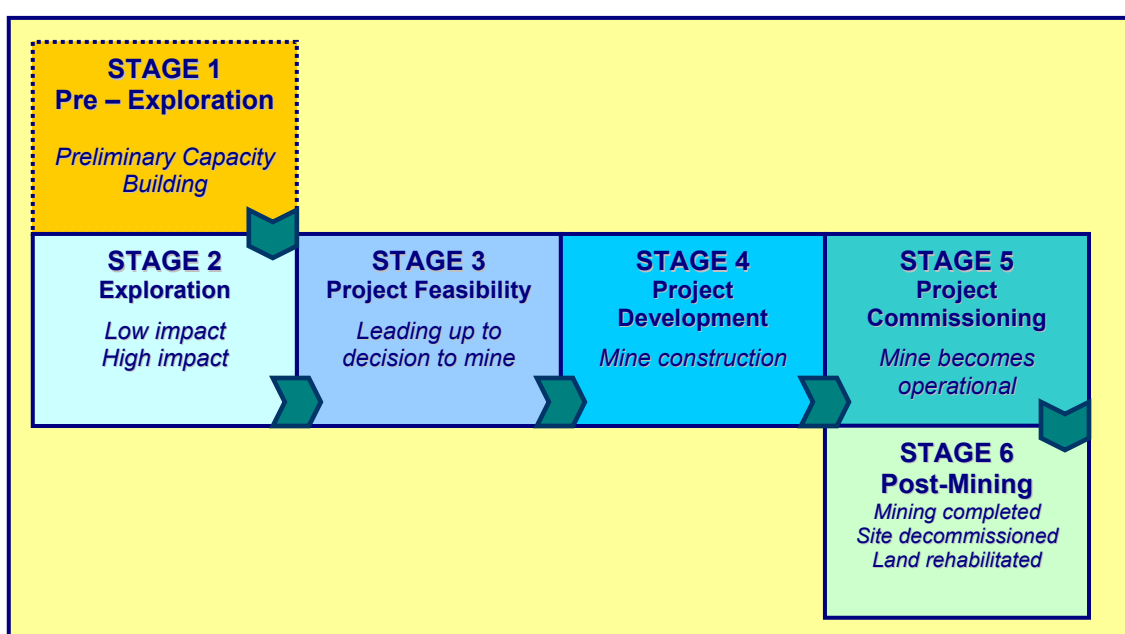
The disparity of resources between traditional owner groups and miners/explorers must be acknowledged and rectified to ensure that partnerships succeed in the region. A genuine acknowledgement of, and an effective, responsible and consistent response to this problem requires commitment from government, as well as industry, but will significantly contribute to better partnership outcomes.

It is often assumed that Traditional Owner representatives can travel to and from meetings relating to exploration or mining at their own expense. This is not always the case, and contrasts with the situation of other stakeholders whose costs can be borne by the organisation they represent.

From an Indigenous perspective, the basic human dignity of Traditional Owners needs to be respected in the mining process. So too must there be an acknowledgment that individual socio-economic circumstances differ greatly from one Indigenous person/group to the next. However, as a basic minimum, where Traditional Owner representatives are required to attend a negotiation meeting, their genuine requirements should be enquired after, and they should be entitled to enjoy the same or similar conditions in terms of travel, accommodation, meals, remuneration and allowances, to those enjoyed by other stakeholder representatives.

#### 4.5 Defining and Articulating Key Stages in the Process

It is important that the key stages in the exploration and mining process are clearly defined and articulated. The diagram below, while acknowledging that there are a range of additional specific elements and functions attached to each stage, identifies the broad but basic stages which need to be considered.



An appropriate definition of the key stages and an articulation of the relevant issues at each stage in the process (see Appendix B), amongst all stakeholder groups, will contribute to greater clarity, strategic insight and focus, enhanced decision-making processes and general understanding among all stakeholders.

#### 4.6 Meeting Time/Project Deadlines

Problems associated with meeting project deadlines can and should be resolved through the implementation of effective training programs and through early relationship building. Difficulties in meeting timelines will be better anticipated and addressed if stakeholders' differing attitudes to time are acknowledged.

From an industry and government perspective, a significant premium attaches to the core business values of accountability, effectiveness and efficiency in project management.

It is important for Traditional Owner groups to acknowledge this, and to continue to develop a business-minded approach when dealing with these stakeholder groups.

Similarly, in order to understand the perspective of traditional owners, other stakeholders must comprehend and accept the manner in which historical events have impacted upon individual Indigenous groups. For example:

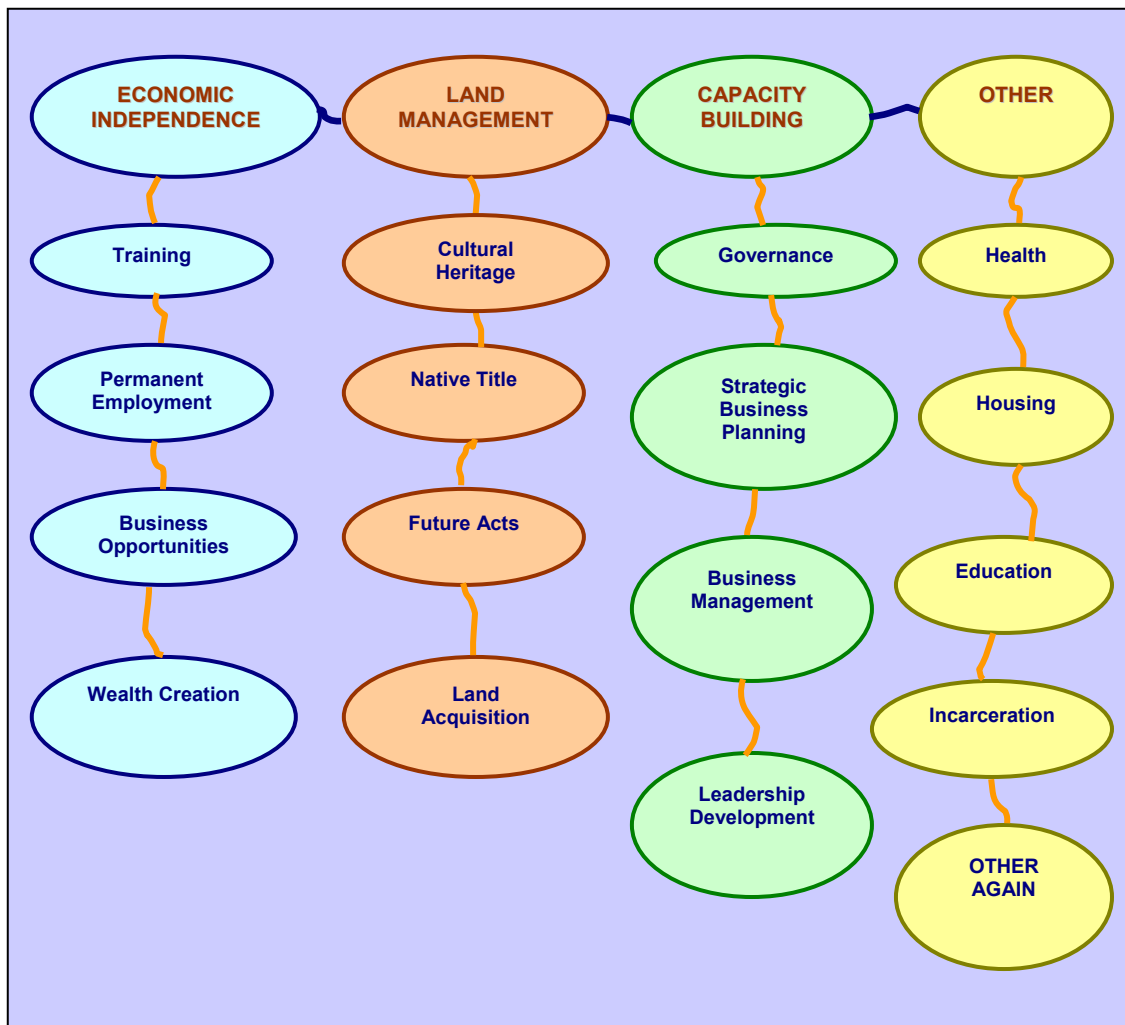
- The geographical displacement of Indigenous people from their traditional lands, and their subsequent formation of historical connections to other areas, has complicated issues of group-identification, and often makes more onerous the time and cost commitments required of Traditional Owners in attending meetings.
- Traditional Owner groups are faced with a significant challenge in having to adapt to changing circumstances, procedures and attitudes to time, many of which are inconsistent with cultural traditions and processes.
- There have been and still are limited opportunities for Traditional Owners to develop knowledge and skills in time and project management.
- Individual Traditional Owners often carry significant responsibilities requiring them to attend to cultural business within their group.

In this respect, it is important that exploration, mining and government stakeholders respect the cultural circumstances and situations that confront individual Traditional Owners. In particular, they should continue to develop their respective capacities to deliver culturally appropriate and community-sensitive outcomes, while simultaneously promoting the importance of business-minded approaches being adopted by Traditional Owner groups.

## **4.7 Traditional Owner Strategic Goals and Priorities**

The identification of strategic goals and priorities among individual Traditional Owner groups will significantly enhance their capacity to lead, plan, organise and control activities within their respective groups in accordance with standard business management practices. In turn, it will significantly enhance their capacity to negotiate realistic outcomes with industry, and to operate within reasonable timeframes and budgets.

While not exhaustive, the diagram below is used as an example and attempts to identify four strategic areas of importance for Traditional Owner groups.



The process of identifying Traditional Owner group strategic goals and priorities will also assist exploration, mining and government stakeholders by providing clarity and by assisting them collectively to identify opportunities where each can contribute to the achievement of Traditional Owner strategic goals and aspirations.

In particular, this process will help to ensure that industry and government/service agency stakeholders do not replicate each others' efforts, yielding more cost-effective and relevant stakeholder outcomes.

## **5. CONCLUSION – MAKING PARTNERSHIPS REAL**

The Working in Partnership program continues to promote and create awareness of issues that affect all stakeholders in the region. There is, however, a clear need for follow-up activities to be conducted at the regional level.

In particular, for regional partnerships between the mining/exploration industry and Traditional Owner groups to develop and succeed, each of the challenges explored in Part 4 of this Report needs to be considered and addressed, and a coordinated approach adopted to attain this outcome.

In this regard, an opportunity exists for a Cloncurry Regional Partnership Advisory Committee to take up responsibility for developing further regional initiatives which respond to these challenges.

Since the conduct of the workshop, DITR has established links with the key government representatives who may serve on such a Committee, and has conducted further talks with these representatives with a view to supporting an ongoing regionally-based program embracing the partnership theme.

The Committee's initial task will be to define its own mandate and role relevant to the region, and to specify criteria for monitoring its own performance. DITR has indicated a strong willingness to support and guide the Committee in keeping with the objectives of the Working in Partnership Program for the development of long-term and effective partnerships between Indigenous communities and the exploration/mining industry. Some financial support may be required for the Committee to establish a profile in the region, and to begin the process of implementing initiatives which will carry the partnership-building process forward from this point.



## Appendix A Workshop Participants

### TRADITIONAL OWNER REPRESENTATIVES

<b>Name</b>	<b>Group</b>
Margaret Ah Sam	Mitakoodi
Sonny Ah Sam	Kalkadoon
Bill Bamford	Yulluna
Lorna Bogdanek	Wangkamalda
Pearl Connelly	Mitakoodi
Brenda Crosato	Wangkamanha
John Crosato	Wangkamanha
Bronwyn Desatge	Waluwarra
Kay Douglas	Mitakoodi
Dave Logan	Waluwarra
Shirley Macnamara	Indjilandji-Dithannoi
June Marshall	Wangkamalda
Alf Nathan	Pitta Pitta
Cyril Nathan	Pitta Pitta
Ethel Page	Kalkadoon
Betty Parker	Wangkamanha/Waluwarra
Dorrie Prowse	Yulluna
Joe Rogers	Wangkamalda
Stewart Rusty	Lake Nash (Alpurruralum)
Colin Saltmere	Indjilandji-Dithannoi
Ruby Saltmere	Indjilandji-Dithannoi
Marlene Speechley	Waluwarra
Clem Sullivan	Yulluna
James Taylor	Kalkadoon
Mussley Tommy	Lake Nash (Alpurruralum)

## MINING AND EXPLORATION INDUSTRY REPRESENTATIVES

<b>Name</b>	<b>Company</b>
Barbara Bailey	Zinifex Century Mine
Michael Bissell	Minerals Council of Australia
David Boyd	Newcrest Mining
John Evans	Xstrata
Russell Hetherington	Hetherington Consultancy Group
Maurice Hoyle	Universal Resources
Chris Larkin	Xstrata
Adam Lees	Xstrata
Andrew Uphill	Xstrata
Richard Ward	Rio Tinto Exploration
Doogie Wilson	Xstrata

## GOVERNMENT AND SERVICE AGENCY REPRESENTATIVES

<b>Name</b>	<b>Organisation</b>
David Abbott	DITR (Canberra)
Jenny Adams	Indigenous Business Australia
Tony Alderton	DSDI (Mt Isa)
Tara Bell	DNRME (Mt Isa)
Rebecca Bigg-Wither	ATSIS (Canberra)
Doug Bruce	Carpentaria Land Council
Rod Coe	DNRME (Mining Registrar, Mt Isa)
Geoff Dickie	NTILS, DNRME (Brisbane)
Kim Dyball	DEST (Mt Isa)
Bob Munn	Cultural Heritage Coordination Unit, DNRME (Brisbane)
Muso Mussolino	ATSIS (Cairns)
Jenny Scougall	DITR (Canberra)
Chris Skelding	DNRME (Mt Isa)
Helen Tait	Carpentaria Land Council
Brad Tippet	NQACC
Dennis Willets	Carpentaria Land Council

## Appendix B Core Wants and Needs Analysis

### EXPLORATION STAGE

#### MINERS AND EXPLORERS GROUP

##### **Pre-exploration stage**

- ❖ Grant of title – need fast access
- ❖ Communication – identification of key people (stakeholders need a process to facilitate this)
- ❖ Clear legislative process and accompanying administrative process
- ❖ Closing the deal

##### **Exploration**

- ❖ Practical and universal clearances for cultural heritage
- ❖ Efficient government process: need to know that all parties have sufficient resources to fund operations
- ❖ Strong relationships

#### GOVERNMENT AND SERVICE AGENCIES GROUP

- ❖ Grant of tenure
- ❖ Ensure that the right people (including NT representative body) are involved
- ❖ Ensuring cultural heritage compliance
- ❖ Cooperation – acknowledgement, good relationships
- ❖ Adherence to legislation
- ❖ ATSI or ATSI-equivalent to ensure adequate funding and monitoring of NT representative bodies; skills and training in exploration; provide information and support in negotiations; assist in mediation and dispute resolution

#### TRADITIONAL OWNERS GROUP 1

##### **Pre-exploration stage**

- ❖ Cultural heritage walks/preservation
- ❖ ILUAs for explorers
- ❖ Negotiation meetings
- ❖ Capital funds for meetings
- ❖ NT claimants recognised
- ❖ Cultural awareness inductions

##### **Exploration**

- ❖ Involvement of elders
- ❖ Business opportunities/contracts
- ❖ Recognition of commercial needs
- ❖ State/C'th government and funds for education and employment
- ❖ Employment/training
- ❖ Memoranda of Understanding, draft agreement

#### TRADITIONAL OWNERS GROUP 2

- ❖ Consultation – establish partnership
- ❖ Planning framework: operations, develop communications strategy, future acts (Stage 1), cultural heritage (access agreements or agreements recognising NT rights and site protection)

#### TRADITIONAL OWNERS GROUP 3

- ❖ Advance notification
- ❖ Preliminary meetings to discuss: cultural heritage protection, work activity notices, environmental impact, benefits arising out of exploration, cultural awareness
- ❖ Negotiation of access agreement: logistics, field inspections, cultural heritage management plans, benefits, force majeure, dispute resolution, etc
- ❖ Post-inspection consultation
- ❖ Inspection on completion of work program

#### TRADITIONAL OWNERS GROUP 4

- ❖ "Right tribe, right land" – identification of true Traditional Owners (proper genealogy done on each claimant group before tenements issued)
- ❖ Protection of country and environment
- ❖ Cooperation with explorers – treat each other with dignity and respect
- ❖ Have the right legal representation

## PROJECT FEASIBILITY STAGE

### MINERS AND EXPLORERS GROUP

- ❖ ILUA funding
- ❖ Compensation terms settled
- ❖ Side agreements in place (cultural heritage, environmental rehabilitation, dispute resolution processes)
- ❖ Consistency of negotiators – same people from start to finish
- ❖ Fixed timeframes
- ❖ Capacity within claimant groups to understand processes (and vice versa) regarding cultural issues
- ❖ Empowered negotiators
- ❖ Land Council support

### GOVERNMENT AND SERVICE AGENCIES GROUP

- ❖ IBA can offer advice on investment, due diligence investigations, financing, legal documentation, etc
- ❖ DEWR, DEST can offer assistance with employment
- ❖ ATSIIS can offer business funding
- ❖ DOTAR offers regional solutions program plans, community projects infrastructure

### TRADITIONAL OWNERS GROUP 1

- ❖ ILUA signed
- ❖ Real jobs/traineeships/apprenticeships and commercial business opportunities secured, yielding outcomes for people (life tasks, self-esteem, motivation, management skills, etc)
- ❖ Recognition of native title rights
- ❖ Cultural awareness training/induction
- ❖ Family support programs

### TRADITIONAL OWNERS GROUP 2

- ❖ Consultation – continue partnership
- ❖ Mining company commitment to cross-cultural training, incorporating education about Traditional Law and Customs
- ❖ Traditional Owner involvement in all stages (eg, selection of preferred consultants, providing for social impact, environmental impacts, cultural heritage, security of tenure, planning and design, costings, related issues such as water, power, roads, access, infrastructure)
- ❖ Negotiations for Mining Agreement and establishment of trust accounts

### TRADITIONAL OWNERS GROUP 3

- ❖ Notification from explorer re outcome of exploration
- ❖ Meetings to discuss outcomes, review impact, identify future options and proposed program of activities and impacts
- ❖ Negotiations (incorporating employment, training, future contracts, joint ventures, field inspections, CHMPs, dispute resolution procedures, land rehabilitation provisions, review processes, other benefits)
- ❖ Carry out other requirements under ILUA (eg, establishment of corporate, trust and committee structures to manage benefits, including equity share for Traditional Owners)
- ❖ Build partnerships with other stakeholders (eg, government, including local government; pastoralists)

### TRADITIONAL OWNERS GROUP 4

- ❖ Cultural heritage inductions
- ❖ Utilise archaeologists and other professional advisers as necessary
- ❖ Negotiations for Mining Agreement and associated benefits

## PROJECT DEVELOPMENT, COMMISSIONING & OPERATIONS STAGES

### MINERS AND EXPLORERS GROUP

- ❖ Ongoing commitment to the process
- ❖ Capacity to deliver (eg, staffing commitments, cultural heritage, meetings schedules)
- ❖ Government commitment at all levels
- ❖ Training
- ❖ Closure planning –provisions to ensure sustainability of communities post-mining

### GOVERNMENT AND SERVICE AGENCIES GROUP

- ❖ Employment, training, skills development (including specific engineering skills) in construction and mining
- ❖ Negotiated agreements addressing social issues (eg, housing, infrastructure, services) and legislative requirements (environmental, construction, cultural heritage, occupational health and safety, tenure conditions)
- ❖ DSDI business development support

### TRADITIONAL OWNERS GROUP 1

- ❖ Cultural awareness, trust, respect, property rights, site protection plans, environment protections plans, employment
- ❖ Capital/equity benefits/shares for Traditional Owners from production
- ❖ Joint ventures – commercial opportunities
- ❖ Permanent/long-term jobs, with priority to employing local people (rather than fly-in fly-out operators)
- ❖ Involvement of Traditional Owners at board level within company
- ❖ Other benefits – eg, traditional names on mine site to promote Traditional Owner group; development of Indigenous Training Centre (courses TAFE/DSDI accredited) in association with the mine
- ❖ Recognition of Traditional Owner partnership status in the mine by all mining staff

### TRADITIONAL OWNERS GROUP 2

- ❖ Ongoing consultation and involvement at all stages of the operational phase (economics/business development, contracts, shares/equity, places on Board)
- ❖ Provisions for community support/social infrastructure (outstations, housing, health, etc)
- ❖ Government support
- ❖ Provision for rehabilitation and legacies (eg, progressive trust fund)
- ❖ Appropriate communications mechanisms and strategies developed and implements between Traditional Owners, pastoral lease holders and miners
- ❖ Mutual share in the gain and pain
- ❖ Status as equal contributors in a productive partnership

### TRADITIONAL OWNERS GROUP 3

- ❖ Establish committee structures that will supervise implementation of and compliance with ILUA requirements
- ❖ Conduct regular reviews
- ❖ Separate out employment managers and committees from mining company itself (ie, separation of powers)
- ❖ Continue to promote/support joint ventures, including economic and ecotourism development initiatives
- ❖ Set up rehabilitation fund for post-mining (eg, to facilitate handover of infrastructure and lease tenure to Traditional Owners)
- ❖ Ensure Indigenous staff continue to be employed in rehabilitation work and associated ecotourism ventures

### TRADITIONAL OWNERS GROUP 4

- ❖ Ongoing cultural induction to all employees on site
- ❖ Negotiated employment and training opportunities for Indigenous people and locals
- ❖ Ongoing communication and cooperation between all parties

## Appendix C Partnership Problem Analysis

### GROUP 1

#### Barriers

- ❖ Lack of communication – negative people
- ❖ Traditional Owner groups kept apart – lack of resources
- ❖ Overlapping claims and lack of process to resolve these – difficulties in identifying the right people
- ❖ Lack of awareness of government processes
- ❖ Lack of trust
- ❖ Mismanagement of funding
- ❖ Uneven standard of professional representation between groups
- ❖ Non-Indigenous people interfering in native title issues

#### Solutions

- ❖ Media advice, newspaper advertisements
- ❖ Genealogy project (already underway with Land Council)
- ❖ Mediation
- ❖ Uniform, consistent government approach and conduct of regular meetings to advise claimants
- ❖ Increased accountability measures with Traditional Owner funds/benefits
- ❖ Traditional Owner groups to provide tighter briefs for legal representatives and to take stronger control of their own affairs

### GROUP 2

- ❖ Lack of understanding of government, mining processes
- ❖ Lack of communication and education
- ❖ Lack of trust – broken promises at all levels
- ❖ History of conquer and divide tactics being used by industry
- ❖ Inadequate funding and resourcing for agreement development and implementation
- ❖ Lack of truly representative Committees
- ❖ High level of turnover in staffing of companies, government, etc
- ❖ Land Council under-funded to support claimant groups, identify correct Traditional Owners, etc
- ❖ Lack of awareness of range of funding sources (eg, from government)
- ❖ Insufficient time allowed for community consultation – should take into account issues of remoteness, weather conditions, in-house problems, Sorry Business, etc
- ❖ Lack of available regional agreement templates.

### GROUP 3

#### Barriers

- ❖ Lack of mutual cultural understanding
- ❖ Lack of consultation
- ❖ Lack of understanding of legislation, approval process
- ❖ Unrealistic expectations
- ❖ Need for greater education and involvement of Traditional Owners
- ❖ Unequal treatment of Traditional Owner groups by industry
- ❖ Need for more continuous and direct contact between Traditional Owners and key decision makers within industry (rather than reliance on consultants)
- ❖ Disjointed consultations
- ❖ Onerous timelines
- ❖ Government too far removed
- ❖ Ongoing consultation and involvement at all stages of the operational phase (economics/business development, contracts, shares/equity, places on Board)

#### Solutions

- ❖ Research, respect, empathy, resources and understanding
- ❖ Consult all relevant stakeholders
- ❖ More technology – email, phone lines, etc
- ❖ Simplifying/improving legislation
- ❖ More positive and active role by government
- ❖ Bring politicians here in summer!

### GROUP 4

#### Barriers

- ❖ Problems with Traditional Owner stakeholder identification – fragmentation of groups
- ❖ Insufficient Traditional Owner capacity to engage in business dealings, negotiations, administration
- ❖ Lack of professional resources to assist in ILUA negotiations, etc
- ❖ Lack of sharing of information
- ❖ Self-interested conduct by lawyers
- ❖ Site-sensitivity

#### Solutions

- ❖ Effective communication strategy
- ❖ Appropriate processes, timeframe, resources
- ❖ Adequate resourcing
- ❖ Confidentiality, cultural understanding, respect of secret men's and women's business

## Appendix D Developing a Regional Partnership Process – Turning Problems into Opportunities

### GROUP 1

- ❖ Inappropriate to duplicate the functions of the Carpentaria Land Council
- ❖ Need to ensure that the CLC is functioning effectively as the area representative body
- ❖ Must identify available resources and the outcomes that have been generated from these to date
- ❖ Ideally, should establish a Greater Mt Isa Network Group to work with the CLC – would have balanced representation from Traditional Owners, mining and exploration companies, government (including local government, education, training and TAFE), consultants and pastoralists

### GROUP 2

- ❖ Noted some differences of opinion within the group, re whether is preferable to promote negotiations by mining companies with individual Traditional Owner groups, or regional agreements
- ❖ A Coordinator is needed to drive the process forward
- ❖ Must draw on existing knowledge and best practice from other regions
- ❖ Need for information sharing (via newsletters, emails, etc) about issues such as genealogies, identification of resources, etc

### GROUP 3

- ❖ Fundamental partnerships must be between industry and *individual* Traditional Owner groups – trying to put together a regional partnership structure at this time won't be particularly helpful
- ❖ Resourcing should be directed into assisting individual Traditional Owner groups to make partnerships with industry
- ❖ May be need for point of contact for mining industry as a whole in the region (as opposed to individual companies)
- ❖ May be useful to establish a central point/body for coordinating access to and use of existing resources within the region (local, State and Commonwealth government programs, Land Council, etc)

### GROUP 4

- ❖ Potential opportunities for partnerships to be developed in 4 key areas:
  - Exploration (limited opportunities)
  - Mining (training, supply contracts)
  - Tourism (Aboriginal sites, ceremonies, motels, food, medicine, etc)
  - Other business opportunities/joint ventures (eg, trucking/transport, Aboriginal art)
- ❖ Such ventures should involve Traditional Owner groups (those living on country, if possible), mining companies, government (including local government) and funding agencies, industry bodies, bankers, Chamber of Commerce, Land Council, consultants
- ❖ A Committee could be formed – core composition Traditional Owner representatives (3 from each group), and others by invitation
- ❖ Key issues to be addressed include advice, resources, location, timing of meetings
- ❖ Needs to be provision of basic resources for Traditional Owner representatives to attend meetings similar to this one (accommodation, travel, venue, meals, etc)
- ❖ Requires at least a 5-year vision