

REPORT

Port Hedland Working in Partnership Workshop, 29 to 30 May 2003

Prepared for

Department of Industry, Tourism and Resources

Ground Floor
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Prepared By	Dr Catherine Macdonald Principal Community Relations and Development	URS Australia Pty Ltd Level 3, The Hyatt Centre 20 Terrace Road East Perth, WA 6004 Australia Tel: 61 8 9221 1630 Fax: 61 8 9221 1639
Reviewed By	Mr Bren Sheehy Principal Community Relations and Development	
Authorised By	Mr Bren Sheehy Principal Community Relations and Development	Date: 23 June 2003 Reference: A10235.4 Status: FINAL

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This report describes the planning, execution and outcomes of the Pilbara Regional “Working in Partnerships” Workshop, held at the Port Hedland Civic Centre on Thursday, 29th and Friday, 30th May 2003.

The URS Facilitation Team planned and developed the Pilbara Workshop approach, program and methodologies in conjunction with the clients, the Resources Branch of the Department of Industry, Tourism and Resources, Canberra. The URS Facilitation Team consisted of:

- Mr Grant Sarra, Lead Facilitator (Grant Sarra Consultancy Services); and
- Dr Catherine Macdonald, Principal Community Relations Specialist (URS).

1.1 About this Report

Section 1 introduces the Report and provides an overview of the Workshop.

Section 2 discusses the Workshop structure and activities.

Section 3 details the Workshop outcomes.

The **Appendices** provide a list of Workshop invitees, Workshop program and the information generated over the course of the two-day Workshop.

1.2 Workshop Overview

The concept for the Port Hedland Workshop, like the preceding Kalgoorlie Workshop (March 2003), was based on two fundamental premises:

1. that mining and Indigenous communities can achieve more by “working in partnership” than separately; and
2. that a regional focus (i.e., the Pilbara Region) is necessary to identify specific local requirements.

These fundamental premises reflect the Working in Partnership program recognition that (a) the mining industry is uniquely placed to provide opportunities for Indigenous communities, and (b) while accepting the legacy of strained relations between the industry and Indigenous communities, there remain significant opportunities for mutual benefit.

Under the Working in Partnership Program, a range of work has already been undertaken in promoting existing cases where the mining industry and Indigenous communities are working together in partnership. Some 17 case-studies in the Program publication specifically highlight instances of good practice in the industry working with Indigenous communities. The publication also goes to some length in identifying relevant government programs for assisting relationships between the two parties.

Furthermore, the first regional workshop held in Alice Springs (June 2002) and the Goldfields regional workshop (March 2003) demonstrated the benefit of bringing stakeholders together at a regional level to discuss local issues.

Extensive work had already been carried out on improving Indigenous community and mining industry interaction through initiatives such as the Mining, Minerals and Sustainable Development's (MMSD) Workshops on Indigenous Peoples and Mining (June 2001 and February 2002), and MMSD-commissioned research into Mining Company Agreements with Indigenous Communities¹. These initiatives had discussed, reviewed and strategised key issues such as:

- The different features and characteristics of agreements between companies and Indigenous communities.
- The broad framework of key principles and future practice.
- Experience gained by mining companies and Indigenous communities in agreement making.

1.2.1 Workshop Development

From the outset, the URS Facilitation Team designed the workshop to be a participatory program. URS wanted participants to identify their own priorities, analyse their current situation and decide what actions to take to improve partnerships between Indigenous communities and the minerals sector. There were two major reasons for this emphasis on participatory analysis and planning:

1. If people in the Pilbara Region decide upon their own issues for discussion and propose their own solutions to any problems identified, then the results are likely to be firmly grounded in the local situation and relevant to the people of the Region; and
2. Neither URS nor the DITR project officers responsible for the Working in Partnership program, would be staying long-term in the Pilbara Region. Therefore, any initiatives would need to be undertaken by people in the Pilbara Region, with relevant support from Government Departments and Agencies. URS viewed it as essential that participants be encouraged to 'own' the Workshop outcomes by being intimately involved in the development processes.

For these reasons, the agenda for the Workshop was kept broad and non-prescriptive.

¹ Indigenous Support Services and ACIL Consulting, 2001, *Agreements between Mining Companies and Indigenous Communities: A Report to the Australian Minerals and Energy Foundation* available online at: www.iiied.org/mmsd.

1.2.2 Aims

The aims of the Workshop were simple:

- Focus on the Pilbara Region; and
- Identify practical, ‘hands-on’ actions and steps for mining and Indigenous communities to take for successful partnership.

Based on interaction at the Workshop and feedback during and after the Workshop, these Workshop aims were comprehensively achieved.

1.2.3 Participants

As the Workshop was aimed at a practical, hands-on level, URS considered it appropriate to invite people who were actively engaged in the minerals sector and who had practical experience to draw from during Workshop discussions. We decided against attracting people from more senior levels, who perhaps set the policy agenda, because we felt that there had already been a good deal of work done at the higher level. This previous work had already defined principles and protocols for partnership in a generic sense. We wanted to focus on the ‘grass roots’ level and strive for some practical initiatives.

URS was successful in identifying a list of people with practical experience in the minerals sector and in interesting them in participating. The response was very enthusiastic, and resulted in participation levels which varied between 20 and 30 participants over the two days of the Workshop, a very satisfactory indication of interest in the program. (Appendix A provides a list of people who accepted invitations to participate in the Workshop.)

1.2.4 Workshop Venue

URS selected the Port Hedland Civic Centre as the workshop venue. There was some discussion about whether Port Hedland or South Hedland, some 20 km distant, would be the most appropriate location for the Workshop. URS took advice from both the Pilbara Native Title Service and the ATSIC Regional office that Port Hedland would be suitable. It was a good choice, as the proximity to the sea and the light, open structure of the hall lent itself to a good Workshop atmosphere. There was sufficient space for small group work in three corners of the hall as well as room at the front of the hall for plenary sessions.

1.2.5 Social Event

An outdoor barbecue afforded a relaxed form of social gathering on the evening of the first day of the Workshop. We were able to hold the function in the gardens of the Civic Centre, which allowed a feeling of continuity as Workshop discussions flowed into more informal conversations. The barbecue was a good opportunity for a more relaxed acquaintance to develop between participants previously unknown to each other and for others to catch up on news from colleagues they do not get to see as often as they would like to.

2.1 Issues

As part of the Workshop preparation, prospective participants were asked about current issues faced (within the context of partnership) in the Pilbara Region. These issues included:

- The need for business management capacity building for Indigenous business people – especially contract/tender management.
- Understanding of Indigenous cultural elements by mineral companies, which may constrain workplace participation.
- The necessity of deeper understanding by Indigenous workers of business/workplace culture.
- Broader educational needs for the general Indigenous community, in order to expand the pool of potential employees.

After much analysis by participants, these were confirmed as some of the most important issues. It might be suggested (and it was the view of some participants) that since the major issues had already been identified, the Workshop could have proceeded directly to discussion of solutions to those issues. Undertaking the Workshop on this basis would have saved time. However it is the view of URS that it was the *process of discussion* when working towards identifying problem areas that formed the basis for the eventual consensus suggestions that arose from the Workshop.

2.2 Workshop Structure

The Workshop program (Appendix B) was not designed or structured by URS to include formal presentations of case studies or talks by outside speakers. It was a participatory and interactive program in which the case studies and knowledge came from the participants during the course of discussions. That is why URS was so purposeful in seeking participation from practitioners, rather than policy makers. The accumulated knowledge of the participants far exceeded the wisdom that could be imparted by outside ‘experts.’

The Workshop program featured a lot of small group work, with those groups reporting back to the larger meeting in order to exchange and synthesise information. In our experience, participants feel most comfortable in contributing their experiences in smaller groups until they know each other better. The use of small group work is an effective means of ensuring broad-based participation, rather than the larger group work being dominated by confident speakers.

2.2.1 Day 1 of the Workshop

On Day 1 of the Workshop, small group sessions involved people from similar backgrounds working together. URS broadly identified the following groups:

- Indigenous Community;
- Mining Community; and
- Support Service Providers.

Participants decided for themselves which of these groups they wished to join, as many people belong to more than one of these categories. In sessions on Day 2, the groups were formed according to participants' interest in the particular issues being discussed by each group. Again, participants decided for themselves which group they wanted to join.

The small group sessions were productive and revealed extensive data about people's experiences and requirements.

Large group sessions were also held and designed to encourage people to analyse and critically evaluate the information generated during small group sessions. This analysis of small group data helped to move the larger group toward understanding and consensus of the broad range of issues. At all times, URS worked toward keeping discussion focussed on practical outcomes, although there was a lot of humour and levity injected into the discussions in order to keep the mood light.

During Day 1 of the Workshop, the following activities were undertaken:

- Discussion about what constitutes *partnership* and how it might be defined (large group).
- Identification of core wants and needs for *partnership* (small group then large group feedback).
- Identification of issues and barriers for *partnership* (small group then large group feedback).
- Discussion and identification of the current initiatives in place within the Pilbara Region (large group).

Information generated during the Workshop Day 1 activities is set out in Appendix C.

2.2.2 Day 2 of the Workshop

The first activity on Day 2 of the Workshop was for the large group to review the categorisation of issues from Day 1 into areas of priority, which the facilitators had undertaken overnight. The Workshop then decided which issues they would seek to devise solutions for in three small groups. The Priority Areas selected were:

- Cultural and Communication Issues;

-
- Education, Employment and Training Issues; and
 - Economic Development Issues.

Time was then devoted in each group to working through these issues to seek ways of turning problems into opportunities. Representatives of each of the Issues groups reported the suggested solutions back to the large group and a general discussion was held about each of the proposed solutions.

The final segment was devoted to a plenary session about what participants could do to implement the suggestions devised during the Workshop and to continue the group's work on improving partnerships in the Pilbara.

Appendix D provides the information generated during the Workshop Day 2 activities.

3.1 Outcomes

3.1.1 The Pilbara Regional Partnership Committee

The principal concrete outcome of the Port Hedland Working in Partnership workshop was the commitment by a number of the participants, with support from DITR, to establish a 'Pilbara Regional Partnership Committee' (an interim title until the group chooses its own).

The Committee members are:

- John Alexander, Brambles Ltd;
- Susan Murphy, Pilbara Meta Maya Indigenous Corporation;
- Aaron Hubert, Pilbara Area Consultative Committee;
- Helen Brahim, PIETMC Ngarda Sport;
- Marc McDonald, Pundulmurra TAFE;
- Bill Carr, Department of Industry and Resources (WA);
- Fiona Grierson, Department of Training;
- Mike Doepel, SIPA Resources; and
- Geoff Stocker, Pilbara Waste Services.

The meeting agreed to the Committee using the Draft Charter set out below as a foundation for the functioning of the committee. Catherine Macdonald undertook to circulate the Draft Charter by email to the Committee members on the next working day, which she did. Lisa Melville and Clare McIntosh of DITR have undertaken to provide support, financial and otherwise, to the establishment of this Committee, from the funds of the Working in Partnership program budget. The people of the Pilbara now have an opportunity to use this organisation as a means of providing economic development for Indigenous people through better partnerships with the mining sector and support services.

3.1.2 Pilbara Regional Partnership Committee Draft Charter

MISSION WORKING IN PARTNERSHIP

VISION OUR PARTNERSHIP CONTRIBUTES TO MUTUAL UNDERSTANDING, SHARING OF OPPORTUNITIES AND THE EQUITABLE DISTRIBUTION OF WEALTH IN THE PILBARA REGION

VALUES OUR PARTNERSHIP ACKNOWLEDGES AND RECOGNISES THE IMPORTANCE OF WORKING TOGETHER AND ENCOURAGING PEOPLE TO EMBRACE THE FOLLOWING VALUES:

SUPPORTING EACH OTHER
HONESTY IN OUR APPROACH
ATTITUDES REMAINING POSITIVE
RESPECT FOR EACH OTHER
INNOVATION IN OUR THINKING
NURTURING IN OUR REGION
GIVING OF OUR TIME

GOALS

- EMPLOYMENT - WE WILL ...
- EDUCATION & TRAINING - WE WILL ...
- BUSINESS OPPORTUNITIES - WE WILL ...
- CULTURAL AWARENESS - WE WILL ...
- CAPACITY BUILDING - WE WILL ...
- ECONOMIC EMPOWERMENT - WE WILL ...

URS Australia Pty Ltd (URS) has prepared this report for the use of the Department of Industry, Tourism and Resources, in accordance with the usual care and thoroughness of the consulting profession. It is based on generally accepted practices and standards at the time it was prepared. No other warranty, expressed or implied, is made as to the professional advice included in this report. It is prepared in accordance with the scope of work and for the purpose outlined in the Proposal dated 13th December, 2002.

The methodology adopted and sources of information used by URS are outlined in this report. URS has made no independent verification of this information beyond the agreed scope of works and URS assumes no responsibility for any inaccuracies or omissions. No indications were found during our investigations that information contained in this report as provided to URS was false.

This report was prepared between 30th May 2003 and 7th June 2003 and is based on the information derived and gathered at the time of preparation. URS disclaims responsibility for any changes that may have occurred after this time.

This report should be read in full. No responsibility is accepted for use of any part of this report in any other context or for any other purpose or by third parties. This report does not purport to give legal advice. Legal advice can only be given by qualified legal practitioners.

Appendix A - Invitation Acceptance List

Title	First Name	Last Name	Organisation	Position
Mr	Alum	Cheedy	Pilbara NativeTitle Service	Roebourne
Mr	Barry	Taylor	Ngarda Civil & Mining	Managing Director
Mr	Charlie	Smith	IBN Corporation P/L	Executive Officer
Ms	Coralie	Cooke	Pilbara NativeTitle Service	Port Hedland
Mr	Geoff	Stocker	Nyamal Crane Hire	Managing Director
Mr	George	Ranger	Ngarluma Yindjibarndi Foundation	Managing Director
Mr	Howard	Kennedy	NNAC	Managing Director
Mr	Kim	Audas	WDPAC	CEO
Mr	Les	Brackin	Cassidy Contracting	
Mr	Marshall	Smith	Birda P/L	
Mr	Michael	Woodley	Juluwarlu Aboriginal Corporation	Managing Director
Mr	Paul	Calvin	Roebourne CDEP	Manager
Mr	Slim	Parker	Marli Wartu Aboriginal Corporation	Managing Director
Ms	Susan	Main	WDPAC	Project Officer
Ms	Susan	Murphy	Pilbara Meta Maya Regional Aboriginal Corporation	Manager
Mr	Terry	Wilson	Roebourne	
Mr	Thomas	Jacobs	Roebourne	
Mr	Willie	Jumbo	Yandeyarra Community	Chairman
Mr	Jamie	Campbell	WDPAC	Indigenous Employment Program Officer
Mr	Aaron	Hubert	Pilbara Area Consultative Committee	Indigenous Employment Project Officer
Mr	Allan	Padgett	Indigenous Land Corporation	Western Divisional Manager
Mr	Basil	Thomas	Department of Education, Employment & Training, Western Australia	Aboriginal Economic Employment Development Officer
Mr	Bill	Carr	Dept. of Industry & Resources	Director, Office of Major Projects
Ms	Charmaine	Derschow	Pilbara District Education Office	Aboriginal Program Co-ordinator
Mr	Colin	Howarth	Shire of Roebourne	Manager Engineering Services

Appendix A - Invitation Acceptance List

Title	First Name	Last Name	Organisation	Position
Ms	Christine	Coyne	Eurest	Training Manager
Ms	Dora	Parfitt	Aboriginal and Torres Strait Islander Commission	Regional Manager
Ms	Fiona	Grierson	WA Dept. of Training	Regional Employment Development Officer - Pilbara
Mr	Grant	Bussell	Hedland Business Information Centre Inc.	Manager
Mr	Harry	Thorne	Dept. of Education, Employment & Training	Aboriginal Employment Development Officer
Ms	Helen	Brahim	PIETMC Ngarda Sport	
Ms	Helen	Pianta	Pundulmurra TAFE	Aboriginal Student Services Officer
Mr	Phil	Mirabella	Department of Industry & Resources	Pilbara Liaison Officer
Mr	Rob	Brittain	Office Aboriginal Economic Development	A/g Senior Project Officer
Mr	Steve	Scanlon	Department Employment Workplace Relations, Western Australia	Indigenous Employment Business Development Officer
Mr	Camis	Smith	Hamersley Iron	Training Superintendant
Mr	Daniel	Romaine	BHP Billiton Aboriginal Affairs Dept	Technical Training Officer
Mr	James	Bowie	Chamber of Minerals and Energy of Western Australia	Land Access Officer
Ms	Jenni	McConnell	Woodside Petroleum	WY Program Assistant
Mr	John	Alexander	Brambles WA	Manager Indigenous Affairs
Ms	Kya	Worth	Woodside Petroleum	Indigenous Affairs Assistant
Mr	Larry	Kickett	Woodside Petroleum	
Mr	Leon	Van Erp	Newcrest Mining Ltd	Community Relations Co-ordinator
Mr	Meath	Hammond	Woodside Petroleum	
Mr	Mike	Doepel	Sipa Resources International NL	Managing Director
Mr	Stuart	Robertson	Hamersley Iron	Community Development & Projects Superintendent.

Appendix B - Workshop Program

Approximate Timing	Session	Content
		DAY 1
8.30am		Registration, Informal Meet and Greet
9am	<i>Start Up Session (large group)</i>	<ul style="list-style-type: none"> • Welcome to Country by Mr Kenny Robinson of the Kariyarra People. • Introduction of facilitators. • Housekeeping. • DITR presentation by Ms Tania Constable, General Manager, Resources Development Branch. • Objectives and expected outcomes /aims/ overview. • Introduction of participants to each other.
9.30-9.50	<i>Session 1 (large group)</i>	<p>Setting the Scene - Defining ‘partnership’ in terms of relationships between people/groups:</p> <p>Overview of Partnership. Elements of relationships. Provide definitions for discussion.</p> <p>Defining partnership:</p> <p>Overview of Partnership – gain broad agreement – consensus. Then move on.</p> <p><u>Input:</u> <i>We give a definition and scope of ‘partnership’ – in terms of working relationships rather than formal contracts. What would be the characteristics of good partnerships?”. Get broad agreement on this.</i></p> <p><u>Output:</u> Broad agreement of what Partnership means (<i>doesn’t need to be tied to something specific</i>).</p> <p><u>Outcome:</u> General consensus/understanding of partnership</p>

Appendix B - Workshop Program

Approximate Timing	Session	Content
9.50-10.30	Session 2 (large group)	<p>Successful partnerships:</p> <p>Brief presentations of selected examples of successful partnerships being developed/practised in the Pilbara (not an exhaustive list, just a few to give people an idea).</p> <p>Defining partnership:</p> <p>Aim to distil some of the elements which have made those partnerships successful.</p> <p><u>Input:</u> examples/case studies contributed by participants.</p> <p><u>Output:</u> elements of successful partnership identified.</p> <p><u>Outcome:</u> implant ideas of successful partnership in participants' minds.</p>
10.15-10.30		Morning tea
10.30-12.30 <i>*Parallel Session</i>	<i>*Session 3A</i> (small groups – reporting back to large group)	<p>Core Wants and Needs – Mining & Indigenous Community</p> <p>Core wants and needs required by each party to have an effective partnership between the mining industry and the Indigenous community. Each group to think about what its needs and wants are.</p> <ul style="list-style-type: none"> – Mining Community – Indigenous Community <p><u>Input:</u> thoughts and perspective of the two groups.</p> <p><u>Output:</u> list wants /needs/barriers by group.</p> <p><u>Outcome:</u> understanding of each other's perspective.</p>
10.30-12.30 <i>*Parallel Session</i>	<i>*Session 3B</i> (small groups – reporting back to large group) - (split session Mining and Indigenous)	<p>Wants and Needs for Supporting A Regional Partnership – Support Services (Govt., Training Providers, Educators etc)</p> <p>What active steps can the Support Services take to help initiate and maintain Regional Partnerships? What is needed and wanted by this group to enable full and effective support to occur/happen?</p> <p><u>Input:</u> thoughts and perspective of the groups</p> <p><u>Output:</u> list wants /needs/barriers by group.</p> <p><u>Outcome:</u> ideas of support services to assist good partnership.</p>

Appendix B - Workshop Program

Approximate Timing	Session	Content
12.30-1.15		Lunch Break
1.15-2.30 <i>*Parallel Session</i>	<i>*Session 4A (small groups – reporting back to large group)</i>	<p>Barriers and Inhibitors</p> <p>What are the barriers and inhibitors to the parties achieving wants and needs? Having identified what each group wants, now the group identifies what stops them from getting it. Again look at own situation first, then at others.</p> <ul style="list-style-type: none"> – Mining Community – Indigenous Community. <p><u>Input:</u> thoughts and perspective of the two groups <u>Output:</u> list wants /needs/barriers by group. <u>Outcome:</u> understanding of each other’s perspective.</p>
1.15-2.30 <i>*Parallel Session</i>	<i>*Session 4B (small groups – reporting back to large group)</i>	<p>Inhibitors to providing support – Support Services</p> <p>What are the barriers and inhibitors to this group providing and delivering effective programs for helping the creation/maintenance of a Regional Partnership? What can this group contribute in terms of programs etc?</p> <p><u>Input:</u> thoughts and perspective of the group. <u>Output:</u> list wants /needs/barriers by group. <u>Outcome:</u> list of needs for development of supportive programs.</p>

Appendix B - Workshop Program

Approximate Timing	Session	Content
2.30-4.00	<p>Session 5</p> <p>Afternoon Tea Available</p>	<p>Current Initiatives/Practice</p> <p>What is happening in the Region that is good? Expand on the list of successful partnerships from Session 2 and from the flip charts. Among these, which need further development? This is where all participants will be encouraged to contribute their own case studies.</p> <p><i>Mark with an asterisk programs needing further development.</i></p> <p><u>Input:</u> Case studies/examples from participants</p> <p><u>Output:</u> List of current initiatives and responsible people/agencies. List for further development or support activity. <i>(This will feed into Session 10)</i></p> <p><u>Outcome:</u> Overview /map of Pilbara initiatives.</p>
(3.00)		<p><i>Afternoon Tea Available from 3pm and to be taken during Session 5.</i></p>
4.00-4.30		<p>Summation and brief for Day 2</p>
6.00 pm on		<p>BBQ workshop dinner in the Civic Centre garden.</p>

Appendix B - Workshop Program

Approximate Timing	Session	Content
		DAY 2
9.00-9.15		Objectives of Day 2/Brief summary and overview of Day 1.
9.15-10.30	<i>Session 6 (small then large group) (Support Services Group split and mixed in with others)</i>	<p>Review of Issues and Areas of Priority</p> <p>Facilitators to give the groups Draft Headings for categories of issues to be considered. Facilitators to have already allocated comments from Day 1 data into headings (including ‘rolling-up’ of comments). Small groups to review and agree/disagree with Draft Headings and allocations.</p> <p><u>Input:</u> Review barriers and issues from Session 3</p> <p>Small groups to look each other’s categorisations and then large group discussion. Try to get consensus.</p> <p><u>Output:</u> will be collated data under broad headings.</p> <p><u>Outcome:</u> understanding of each other’s perspective</p>
10.30-10.45		Morning Tea
10.45-11.30	<i>Session 7 (large group)</i>	<p>Prioritising the Categories</p> <p>Now that the data from Day 1 have been categorised, then the group needs to determine which areas are going to be worked on – e.g. which problems need to be dealt with most urgently and which can be dealt with most effectively by participants and their organisations?</p>

Appendix B - Workshop Program

Approximate Timing	Session	Content
11.30 – 1pm	Session 8 (mixed small groups)	<p>Turning Problems into Opportunities</p> <p>How are we going to manage/resolve these issues to turn them into opportunities? Each group to choose 1 or 2 categories from priority list to work on.</p> <p><u>Input:</u></p> <p>Process: consider options & identify/evaluate solutions, incorporating current initiatives.</p> <p><u>Output:</u> Identified practical solutions for chosen problems.</p> <p><u>Outcome:</u> Suggestions for partnership improvement projects.</p>
1pm-1.45		LUNCH
1.45-2.30	Session 9 (large group)	<p>Presenting Solutions</p> <p>Presentations from small group discussions in previous session. Large group comments on suggested solutions.</p>
(2.30)		Afternoon Tea (available during discussion)
2.30-4.00	Session 10 (large group)	<p>Steps for building Pilbara Partnership</p> <p>What next –Where to from here? Fine tune the details on the top priority solutions.</p> <p>What are the structures/vehicles and support structures available for suggested future steps? Service agencies will be helpful here. What role do participants think the Government should play in facilitating regional partnerships?</p> <p>Action plans for priority projects – what/who/when/how?.</p> <p><i>Information from Session 5/6 will feed into here.</i></p>
4.00	Close	Wrap up and close

Appendix C - Day 1 Information

Successful Partnerships:

To start proceedings off on a positive note, after a general presentation on the nature of partnerships by the Lead Facilitator, Mr Grant Sarra, a few brief case studies of working partnerships in the Pilbara were called for from among participants. Brief presentations were made on Day 1 by:

- Mr Meath Hammond, Woodside Australian Energy;
- Mr Mike Doepel, SIPA Resources; and
- Mr Barry Taylor, Ngarda Civil & Mining,

And to start off Day 2, brief presentations were made by:

- Mr John Alexander, Brambles Ltd; and
- Mr Geoff Stocker, Nyamal Crane Hire and Pilbara Waste Services.

Defining Partnerships:

In order to further discussion on the nature of partnerships with the participation of the larger group, the two examples of definitions of partnership below were introduced as starting points.

Two examples for discussion:

Definitions of Partnership:

Example 1

Australian Financial Review Magazine Corporate Partnership Awards 2003:

"a two-way business relationship in which the company and the recipient exchange opportunity, money, or influence to satisfy the objectives of the parties."

Example 2

International Forest Products Ltd, Canada:

- There must be clear potential for mutual benefit.
- The two parties must bring together a mix of capital, human resources, business skills and technology to ensure that the arrangement is profitable.
- The relationship must be characterised by mutual respect and trusts.

Appendix C - Day 1 Information

Information created in small group work Day 1

The following is a compilation of comments that were generated during group discussion activities during Day 1.

Results of large group session on barriers to partnership in the Pilbara region

Barriers & Inhibitors:

Not being treated as equals

Lack of education or knowledge

Duplication of services

No real commitment

Communication within and between groups

Local mining company representatives don't have the power to make decisions

Overlapping claims/factions

Ambit claims

Bureaucracy

State/Federal Political agendas

Middle Managers

Schedules

Remoteness of resources

Pressures and expectations

Stereotypical viewpoints

Different objectives

Unrealistic expectations

Lack of negotiating practice/knowledge

Constraint of precedents

Proper selection of negotiators

Indigenous organisational structure

Appendix C - Day 1 Information

Past dealings

Social impact on community

Different timeframes

Staff turnover

Consistent presence on ground

Results of large group session on the benefits of partnership in the Pilbara region

Benefits of Partnership

Relationships

Understanding

Co-ordination of resources/services

Local workforce

Participation

Wealth creation /equity

Ownership

Opportunity

Durability/sustainability

Change of perceptions

Certainty

Stability

Knowledge/exchange of information

Fidelity

Long-term social benefits

Equality

Community:

- Spirit

Appendix C - Day 1 Information

- Capacity building
- Development

Understanding and valuing diversity

Reduced ignorance

Increased infrastructure

Self-empowerment

Reconciliation

Trust

Pride

Goodwill

Meaningful wages

Cultural maintenance

Self esteem/confidence

Role models/inspiring youth

Skills

Market advantage

Reputation

Respect

Networking

Productivity

Hope

Training

Access to land

Appendix C - Day 1 Information

Results of small group sessions on wants and needs for successful partnership in the Pilbara region

Indigenous Group's Wants and Needs

- Development of policy and strategic development between service providers, mining companies and communities
- Develop partnership protocols across the board
- Open up communication
- Education (trust fund scholarships)
- Infrastructure – essential services, roads, housing, airstrips – to build communities
- Consultation that covers everyone – all community groups and individuals, not just land owners
- Open up:
 - Employment opportunities in mining sector – not just technical but also administration, financial, hospitality services
 - Businesses /enterprises
- Too often duplication of services
- Compensation vs reality (welfare mentality shift from Government to mining companies)
 - Need for significant amounts
 - Stop being ‘sold out’ – structured payments, not hand outs
- Establish economic strategy for region
- Need a few (or one) core group/s to provide employment services – too many groups at present
- Need mining companies to have integrity in consultations (at present they divide the mob)

Mining Group's Wants and Needs

- Access to land
- Profits (\$s)
- Integration into community – Indigenous and non-Indigenous
- Licence to operate

Appendix C - Day 1 Information

- Stable workforce
- Good reputation – relationships
- Long-term sustainability
- Certainty
- Need to meet ‘ethical’ shareholder views – image
- Increased understanding
- Employees who meet company’s work expectations

Miners’ wants/needs from support services:

- ‘Real’ quality of training to meet our workplace needs
- Money for training, support, infrastructure, community development
- Mediators/facilitators
- Effective programs in community to enable stability of families
- Service agencies with adequate money to deliver effective service
- Co-ordination of Government programs
- Too much ‘red tape’
- Necessary support for smaller companies to provide effective programs
- Enable Indigenous people to develop enterprises & delivery of profits/benefits to Indigenous community
- Provide information and support to mining companies in relation to Indigenous affairs

Support Services Group’s Assessment of their role in supporting successful partnerships between Indigenous communities and mining companies:

They want:

- More funding
- Land access for economic development of WA
- Accountability
- Program flexibility

Appendix C - Day 1 Information

They should:

- Department of Indigenous Affairs should co-ordinate services
- Develop trust in Heritage legislation
- Be efficient
- Implement enquiry recommendations ('walk the talk')
- Influence miners and other businesses
- Know their region
- Strengthen relationships
- Be impartial
- Promote/market their services

They can:

- Mediate/negotiate
- Deliver locally
- Employ locally
- Train & educate
- Co-ordinate
- Facilitate partnerships
- Inform
- Monitor & enforce
- Protect heritage
- Provide resources and infrastructure

Current Initiatives in the Pilbara Region

- Woodside Programs
 - Pathways to Employment
 - CDEP East Pilbara TAFE, Roebourne

Appendix C - Day 1 Information

- JV with Polly Farmer Foundation, Hamersley Iron, BHPB, Dampier Salt and others
- Ngarda Civil & Mining partnership with Henry Walker Eltin
 - Contracts with Woodside at Rankin
 - BHPB at Finucane Island, HBI
- SIPA Resources – Indigenous on-the-job traineeships leading to jobs with contractors
- WDPAC CDEP with BHP Newman – Martu gardening contract
- WDPAC Corporatised CDEP – centralised instead of 7 separate ones
- WDPAC Desert Sports Program with input from various mining groups (although they limit funding to one-off donations)
- NBAC/OAED/Eurest JV agreement - contract
- NBAC/OAED development of enterprise arm (Brida Pty Ltd)
- Hamersley Iron's Indigenous Training and Liaison (ATAL) program
- Newcrest partnership with Pundulmurra TAFE to train members of communities along pipeline to Telfer
- BHPB Port Hedland Education Enrichment Partnership – looking at establishing another in Newman
- Indigenous Apprenticeships for School-based Training – DEST, DOT, DEWR, ATSIC
- * Indigenous Land Corporation looking to form partnerships with Indigenous communities and mining companies for successful development of pastoral leases
- Brambles Ltd with Ngaluma Yindjibarndi

Appendix D - Day 2 Information

Facilitators' Summary and Categorisation of Main Issues Identified during Day 1 Sessions

Cultural Issues

- Stereotyping Viewpoints
- Social Impact on Community
- Understanding each other's objectives
- Indigenous organisational structure
- Differing timeframes
- Mining company structure – local decision-making power
- Staff turnover affects continuity of relationships
- Consistent presence on ground
- Factions

Communications Issues

- Within and between groups/companies
- Provision and sharing of information
- Managing expectations
- Building goodwill, trust, respect
- Develop protocols
- Inclusive consultation

Education, Employment and Training

- Co-ordination of Services and Programs
- 'Marketing' of Services and Programs
- Bridging the gap between training and work readiness

Economic Development

- No sub-points required for this category

Appendix D - Day 2 Information

Results of Mixed Small Group Work on Identified Issues – Turning Problems into Opportunities:

Cultural Issues Group

- Organisational/Factions

- Address with formation of Regional Council

Benefits/Opportunities

- First point of contact for mining companies
- Mediate between mining companies & communities & land claimants

- Stereotypical Viewpoints

- Education both ways
- Cross-cultural training – top-down approach
- Mentoring skills
- Local history
- Selling ‘native title’

Opportunities/benefits

- Teach local culture in school curriculum
- Role models
- Recording & publication of history
- Local claimants explain how native title fits into history

- Social Impact on Communities

Reduce impact by:

- Lifeskill training
- Mentors
- Elders – ‘10 men’ setting the rules

Opportunities/benefits

- Next generations see benefits of culture and employment and education

Appendix D - Day 2 Information

Education, Employment & Training Issues Group

Actions needing to be taken:

- Industry as a whole to re-establish Indigenous-specific training (along lines of old Pundulmurra College training)
- One Government Department to represent contact point for training and employment for industry
- Parental/community guidance and broad life-skills training support required for Indigenous trainees – not just technical skills
- Flexibility of training courses needed to meet specific local needs – standardising along ANTA lines detrimental to relevant Indigenous training programs
- Conduit required between finishing school/training and starting work – practical experience for ‘classroom’ ticket holders and gap-filling program for school leavers

Opportunities

- Business plans prepared with input from:
 - DEWR – ISBF (ATSIC, OAED, Lotteries)
 - RAP
 - BEC
 - CDEP/Support Agencies
- Infrastructure Incubator for Aboriginal enterprises
- Indigenous Land Corporation can buy going concerns
- Directory for the Pilbara
- Marketing of Indigenous Corporations
- Support Services
 - Pilbara Indigenous Chamber of Commerce – bookkeeping/accounting/personnel services
 - Grants/Business Enterprise Centre/Area Consultative Committee
- Finance training should start at school – partnership between successful role models in the Indigenous community, Indigenous families, TAFE, Government, mining companies should break the cycle of poor health/nutrition, environment and drug management to lead to education and enterprise success and economic development