

# Report of the Indigenous Employment in South Australia Resources Industry Forum

Monday, 22 May 2006

Adelaide, South Australia

**This report has been prepared by Co-operative Change for the SA ILUA  
Statewide Negotiating Parties based on reports from workshop tables.**



Co-operative Change



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## Executive Summary

Indigenous Employment in the Resources Industry was the focus of a Forum held on 22 May 2006 organised by the SA ILUA Statewide Negotiating Parties (or Main Table Parties). The Forum was attended by 120 people including representatives from the Aboriginal Legal Rights Movement, Traditional Owner groups, South Australian Government, National Native Title Tribunal, Australian Government agencies, South Australian Chamber of Mines and Energy and employers from the resource sector.

The Forum recommended that a high level, cross sectoral Indigenous Employment Taskforce be established reporting directly to State Cabinet. The Indigenous Employment Taskforce will be responsible for overseeing the strategic direction to achieve a target of 3,000 Indigenous people to be employed in the resources sector by 2020.

Since 1999 the Aboriginal Legal Rights Movement (ARLM), the South Australian Government, the South Australian Farmers Federation (SAFF) and the South Australian Chamber of Mines and Energy (SACOME) have been involved in negotiating state-wide Indigenous Land Use Agreement (ILUA). The SA Local Government Association (LGA), Seafood Council of SA and South Australian Fishing Industry Council (SAFIC) have since joined the discussions. These parties are known as the ILUA Statewide Negotiating Parties or Main Table Parties.

The parties to these negotiations organised the Indigenous Employment Forum to inform stakeholders and potential partners about the employment and business opportunities that could flow out of the ILUA with the resources sector. The Forum was designed to initiate collaboration between government, industry and Indigenous parties to ensure that Indigenous people are employed and active in business development as the resource sector moves from exploration activities to mining operations over the next 5 -10 years.

The parties received funding to hold the forum from the Australian Government Department of Industry Tourism and Resources (DITR) under its Working in Partnerships program. The Forum was opened by the Minister for Mineral Resources and the Minister for Aboriginal Affairs, The Hon Jay Weatherill was in attendance.

The Hon Paul Holloway, Minister for Mineral Resources in addressing the Forum emphasised the need for partnerships with Indigenous people to create a win for the resources industry, and a win for Indigenous people – which is ultimately a win for South Australia.

Mr. Parry Agius from ARLM set the challenge for the Forum to develop a successful process to meet his non-negotiable target of 3,000 Indigenous people being employed in the Resources sector by 2020.

Following presentations (see [www.iluasa.com/inof/presentations.asp](http://www.iluasa.com/inof/presentations.asp)) by Mr Ian Dixon on the State wide ILUA, Ms Stephanie Walker from SACOME and Dr Tim



Haines from SA Attorney General's Department the participants were involved in three workshop sessions.

These workshop sessions considered three key questions

- Where are we now? What is the current state of Indigenous Employment in the resources sector? What are the current opportunities, barriers and challenges for Indigenous people in accessing employment.
- Where do we want to be? What is the future for Indigenous employment? What are the collective goals for the next year, five years and through to 2020 to achieve the proposed target of 3,000 people employed in the Resources sector.
- What are the immediate actions which will assist in achieving these goals?

### **Current State - Where are we now?**

The Resources Industry is experiencing a boom in mineral exploration with extensive exploration underway across South Australia. The strength in growth provides an opportunity to build a skilled workforce to meet growing demand. The State-wide ILUA parties have developed an effective process to support development and ensure engagement of Traditional Owners but it must be linked into Government agencies working in the education and training sector to ensure Indigenous people can access jobs to gain benefits from the ILUA.

Despite the growth in SA and the ILUA initiative, large numbers of Indigenous people are currently unemployed and unable to access the workforce. There is a concomitant need in the resources industry for people to fill positions created by the forthcoming boom in mining, once the burgeoning mineral exploration phase bears fruit. There are significant barriers that need to be addressed right now, in order to create the necessary link between these two needs.. These include:

- Lack of coordination between multiple government agencies which provide services to assist unemployed Indigenous people gain employment – “a fog”
- Training not linked to direct employment or work experience
- Limited work readiness skills and low literacy and numeracy levels amongst unemployed Indigenous people
- Disconnect between Indigenous people, employers and government agencies
- A “one size fits all” approach by government agencies when there are distinct differences and needs across regions in South Australia
- A mismatch between the culture of the Industry and Indigenous people's culture

### **Future State - Where do we want to be?**

*June 2007* - A baseline study that provides agreed data on Indigenous peoples' employment. An integrated strategic plan for Indigenous employment in the Resources sector widely communicated to employers and Indigenous people and adequately resourced to enable increased participation. An Indigenous Employment Taskforce in place.



2010 - Outcomes in education, training and employment measured against 2007 baseline on trajectory to meet 3000 Indigenous employees target. Mineral deposits moving to development phase and Indigenous employment included in project planning and training focusing on construction apprenticeships and operational capabilities. A better match between jobs available and training provided to Indigenous people to gain and be retained in employment.

2020 - Target of 3000 Indigenous employees achieved. Mining ILUAs have delivered prosperity to Indigenous communities across all regions where resource deposits are developed. SA known for its good practice in Indigenous employment and seamless connections between government agencies and effective linkages between Indigenous businesses, employers and governments to respond to emerging industry opportunities.

## **Actions - How do we get there?**

### ***Taskforce to take Leadership***

An Indigenous Employment Taskforce needs to be established with high level representation from all sectors - governments, the resources industry, other businesses and the Indigenous community. It is recommended that the Taskforce report directly to Cabinet. The Taskforce will need to be resourced by governments and could be staffed or administered through SACOME.

The purpose of the Taskforce will be to:

- Integrate strategies and ensure coordinated pathways exist to achieve Indigenous employment goals.
- Engage directly with industry, governments and communities in gathering and sharing information, planning, setting up pilot sites, identifying best practice in Indigenous employment and promote effective programs to overcome identified barriers
- Report annually to Government and Indigenous groups and Industry on performance against goals and recommend additional measures to meet targets.

The Taskforce would focus on three key areas:

#### **Communication**

Ensure that Indigenous employment information is coordinated and widely disseminated to the community, companies and government agencies to engage them in delivery of Indigenous employment

#### **Strategic direction**

Ensure that strategic direction and a clear vision of where we want to be in 1, 5, and 15 years is maintained.

#### **Coordination**

Work at a high level to ensure that planning is not ad hoc and that agencies are collaborating at both state and regional levels. This will incorporate the whole-of-government approach now being taken by government agencies and recognise the need to include contractors as well as resource companies in the process.



The workshop concluded with Mr Bill Cossey – Chair of the Social Inclusion Board and Paul Dowd former Managing Director of Newmont providing a reflection on the day.



## Section One

### Introduction

120 representatives from State and Federal Government, industry, non-government organisations and Indigenous leaders attended a workshop to establish the most effective strategies to deliver sustainable employment and business development outcomes in the resources industry for Indigenous South Australians. The workshop was an initiative of the SA Statewide Indigenous Land Use Agreement parties.

The workshop was held for one day on the 22<sup>nd</sup> May 2006 in Adelaide. The day was facilitated by Janina Gawler, Principal, Co-operative Change. A copy of the Agenda for the day is attached (**Appendix 1**). Participants included SA Government Departments of Education, Further Education and Training, employers across the mining, banking, farming and fisheries Industries, Members of ALRM and Traditional Owners, as well as Australian Government agencies including Department of Employment and Workplace Relations and Indigenous Business Australia.

Although the forum was focused on the resources sector, it proved an excellent opportunity for other sectors to initiate relationships with Indigenous groups and begin discussions to conceptualise projects that would improve education and training and deliver employment and business development outcomes for Aboriginal people in South Australia.

The purpose of the workshop was to

- Outline the Statewide ILUA process to parties who could assist with the implementation of the Agreements as Mining operations are developed
- Initiate the process of making real the identified benefits and opportunities for increased prosperity for Indigenous people arising from the ILUA.
- Identify the opportunities for increased Indigenous participation in employment and business development and identify barriers that need to be removed to ensure that the opportunities are realized.
- Recommend to State Government and the ILUA parties a process that ensures that Indigenous employment and Business Development can deliver real outcomes for Indigenous people in South Australia.

### Purpose of this report

This report provides;

- A summary of the main themes of the day
- Details of the expectations of the participants
- A summary of the presentations
- A summary and synthesis of group work
- Outcomes of the workshop including pathways forward



## Section Two

### The Workshop

#### 1. Speakers

##### **The Hon Paul Holloway – Minister for Mineral Resources**

Minister Holloway opened the forum and stated that South Australia has seen extraordinary growth in the resources sector over the past 12 months and with no sign of the boom ending soon. The Minister then emphasised the need for partnerships with Indigenous people to create a win for the resources industry, and a win for Indigenous people – which is ultimately a win for South Australia.

Minister Holloway urged all parties to actively participate in the forum to gain achievable outcomes and ensure a sustainable future for all involved.

##### **Mr Ian Dixon**

Independent Chair

##### **Mr. Parry Agius**

Native Title Unit, Aboriginal Legal Rights Movement

*“Statewide ILUA Negotiations Plan for improved employment of Indigenous people in the resources industry”*

##### **Ms Stephanie Walker**

South Australian Chamber of Mines and Energy

*“Indigenous Employment in the Resources Industry – Build it in, don’t bolt it on”*

##### **Dr Tim Haines**

ILUA Team, Attorney General’s Department

*“Aboriginal Employment through Constructive Partnerships in Government”*

Papers are available at [www.iluasa.com/inof/presentations.asp](http://www.iluasa.com/inof/presentations.asp) .

#### 2. **Group work**

Janina Gawler facilitated the group work sessions of the workshop. To achieve a common understanding there were 3 elements that are explored in some depth in 12 small facilitated cross sectoral groups; these were then brought back to the whole group for consideration and affirmation.

The elements were:

1. **Current State** – Where are we now? What context are we operating within? What are the key focusing questions that we need to keep in front of us as we move forward?
2. **Desired Future State** – The vision, where do we want to be in the next year? In the next 5 years and beyond to 2020? There needs to be a stretch and tension to drive the change to meet the future state.
3. What are the **strategies and actions** needed to achieve this future state?



## **Current Status – Where are we now?**

While there is an exploration boom in South Australia this will take some time to translate into sustainable mining employment for Indigenous people. However, the growing economy means that employers are seeking skilled local people at a time when large numbers of indigenous people are unemployed and significant barriers prevent them accessing employment.

The Strategic Plan for the ILUA provides an excellent framework to bring all key parties together although the implementation needs to be coordinated with all government agencies.

One key element missing in the day's discussion was information on the current employment status of Indigenous people across the state. The population data available was sketchy – there are approximately 23,000 Indigenous people comprising 4,000 registered as unemployed and 1,000 in CDEP programs. The lack of shared demographic information makes it difficult to plan programs to assist Indigenous people to access employment.

For Indigenous people trying to access employment there are many barriers. Employment training provided by education and training organisations is not “in time” to get real jobs and there is a disconnect between the various agencies which are supposed to assist people moving from unemployment to sustained employment. The “whole of government” approach is not evident on the ground. The plethora of agencies working in Indigenous education, training and employment created confusion and “a fog” which was impenetrable to employers and for Indigenous people seeking change and access to jobs.

There is a mismatch between the resources sector workplace culture and the work readiness of Indigenous people. While there are good practice models for Indigenous employment in other states these are not evident in South Australia at present. Mining companies have largely focused on fly in fly out operations and few local people have been able to be considered for employment.

Little dialogue occurs at the local level that engages Indigenous people, employers and government agencies in focusing on real job opportunities and timing to get real outcomes. The “one size fits all” approach to education and training is inappropriate in a state where the distribution of Indigenous people has 60% of people in urban communities and 40% of people in regional and remote communities.

The following table is a synopsis of the work sheets from the 12 tables.



## Current State -

### Where are we now?

Issue	Focus Area	Detail from group sessions
<b>Opportunities</b>	Indigenous	Skills shortage - industry has high demand for skilled employees Mines are in remote locations often near Indigenous communities which. Linking ILUA implementation is critical with other strategies and govt agencies People want access and see opportunities through ILUA
	Industry	Employers can work on the cultural match between Aboriginal workers and industry <ul style="list-style-type: none"> <li>• How do we bring them together better?</li> <li>• Cultural respect</li> <li>• Learning from larger companies</li> <li>• Social support mechanisms</li> </ul> Over the last 10 years more companies have been employing Indigenous people Increased use of the apprenticeship model of training which provides support and a group setting. Can use existing processes such as the settlement of Native Title as the best way to build opportunities for employment and business development.
	Government	Commitment to establish new Resources industry skills centre Existing funding is available Education needs to start at the earliest stage in engaging Indigenous people in their employment future "Whole of Government" response is important to make sure all parties are working together
<b>Lack of coordination</b>	Training	Mismatch in timing between training / qualifications and the availability of real jobs. Partnerships are emerging between industry and training providers that increase coordination however <i>training for trainings sake</i> is a still a problem.
	Government support	Mechanisms are not well established for a whole-of-government approach, policy direction is unclear. The ILUA process does not link aspirations with implementation and there is a lack of co-ordination between Australian, State and local government agencies in the process. Government agencies need to start somewhere rather than not at all DEWR is trying to offer a seamless service by responding to problems and working with others to find solutions
	Indigenous engagement	Lack of coordination of Indigenous services in regions and between communities
<b>Lack of knowledge</b>	Indigenous engagement	Lack of understanding by industry of the situation in Indigenous communities. There is a lack of information about Indigenous people, current programs and what works. Lack of information of economic opportunities Current levels of employment in the resources industry are low.
	Industry	Lack of clear understanding of the situation in the resource industry There is difficulty matching human resources to geographic work opportunities Limited opportunity for employment during the exploration phase, the mining phase has more opportunities. The skills shortage is a significant issue. Fly in Fly out is a barrier
<b>'One size fits all'</b>	All	There is a spurious view that if you get the economy working this will take care



Issue	Focus Area	Detail from group sessions
approach		<p>of many social problems.            Differing solutions are required in different localities. Geographic, social and cultural variations between communities are significant.            ILUAs are a real step forward but there are some examples where Indigenous groups prefer not to use ILUAs            Employment models work better if fitted to cultural needs.</p>
<b>Barriers</b>	Indigenous community	<p>Current Education needs to</p> <ul style="list-style-type: none"> <li>• Broaden children's horizons</li> <li>• Consider alternative Teaching methodologies</li> <li>• Work environment skills need to be taught at school</li> <li>• Provide career guidance at secondary level about resources sector</li> </ul> <p>Lack of work readiness in Training sector</p> <ul style="list-style-type: none"> <li>• Separation from family support</li> <li>• Self confidence</li> <li>• Health issues - drugs and alcohol</li> <li>• Number of young people who have "slipped through" the education system</li> <li>• Lack of basic numeracy and literacy skills</li> <li>• Work availability following training.</li> </ul> <p>Work issues</p> <ul style="list-style-type: none"> <li>• Inflexible work structures conflict with cultural obligations</li> <li>• Financial management is not available</li> <li>• Lack of access to and knowledge about career opportunities</li> </ul> <p>Business Development</p> <ul style="list-style-type: none"> <li>• Lack of business networks and opportunities, few role models in business.</li> </ul>
	Industry	<p>Lack of understanding of Indigenous cultural issues within some companies            Employers may have issues with different employment &amp; training for Indigenous and non Indigenous people</p> <p>Mining industry is a 'Home &amp; Away' environment, FIFO culture is not conducive to Indigenous employment</p> <p>The blame game – clarifying jurisdictions and who is responsible for training and business development</p> <p>Safety is a primary concern for industry and this requires training which in turn requires literacy</p> <p>Indigenous people at lower levels in companies and governments have too few role models and mentors in middle and senior ranks.</p>
<b>Complexity of issues 'the fog'</b>	Indigenous	<p>Access to services</p> <ul style="list-style-type: none"> <li>• There is an impression that things are "on hold"</li> <li>• There is no clear vision</li> </ul>
	Industry	Complexity of issues means industry is unsure of most effective approach
	Government	There are many government programs but they are not coordinated or well marketed to industry.



## **Future State –**

### **Where do we want to be?**

#### ***By 2020***

The Forum supported working towards the target of 3,000 Indigenous people in Resource sector employment as outlined by Parry Agius. This was predicated on some assumptions about the commodities demand continuing at current levels and exploration identifying suitable mining operations which would be fully productive. Every mining operation would have a high proportion of Indigenous workers and demonstrate care of country in day to day management.

Indigenous people will be sharing in the prosperity generated by mining operations on their country. They will own and operate contract mining businesses and share in the contracts across mining regions. The Mining sector would be a leader in Indigenous employment and be well regarded by Indigenous employees and Indigenous business contractors.

The cultural well being of Indigenous people is at the core of this change process. Mutual obligation and a greater willingness of Indigenous people engaging in employment and work readiness development would be reflected in mining operation ILUAs. Mutual obligation and a greater willingness of Indigenous people engaging in employment and work readiness development would be reflected in mining operation ILUAs.

Managing relationships and caring for country is organized through ILUAs and protocols are upheld and demonstrate respect of Indigenous culture.

Indigenous people would be well qualified and employed across the resources industry at the decision making level as Board Directors, as Managers of mining operations through to supervisors and operators. To assist this new Aboriginal Heritage Legislation and mining operation ILUAs would be in place.

Employment will be available across many sectors not just resources sector and Indigenous people are actively engaged in professional employment including nursing, teaching, local government.

#### ***By 2011***

Within 5 years the Resources sector would have undertaken a cultural shift to start to employ more Indigenous people. Government sector services would be well coordinated and training would be better targeted to meet the needs of employers and link Indigenous people into jobs.

A “one stop shop” will enable employers and Indigenous people to readily access employment services of contracted providers. The numbers of Indigenous people on CDEP will have reduced and more people will be employed and receiving training in apprenticeships to build skills and accessing employment across a range of sectors.



Linkages between education and training would be better coordinated and Indigenous students would have greater access to work experience while at school to encourage retention to complete secondary education.

Greater trust and respect exists between all parties, Indigenous groups, employers, Australian and South Australian Government which is demonstrated through inclusive decision making about programs to address Indigenous education, employment and training needs.

### ***By 2007***

Over the next year the Forum recommended broader communication of the ILUA and what it can deliver to inform stakeholders and the general public.

A high level cross-sectoral Indigenous Employment Taskforce has been agreed to by SA Cabinet. Membership would be considered in consultation with the ILUA Main Table parties and resources allocated to ensure that the Taskforce has an agreed mandate to oversee coordination and make recommendations to agencies to improve regional collaboration and the development of partnerships. The Taskforce would initially be in operation for 5 years to set the direction to meet the targets outlined for 2020.

The Forum recommended that the Taskforce commission a baseline demographic report which is negotiated with Indigenous groups – ALRM, State Government and the Australian Government, and Resources sector to provide shared knowledge of the current circumstances facing Indigenous people across South Australia. This report will enable programs to be targeted to address barriers and should be jointly funded by all parties.

The following table provides a synopsis of the workshop session.



## Desired future state –

### Where do we want to be?

Issue	Year	Detail from group sessions
Indigenous	1 year	<ul style="list-style-type: none"> <li>▪ Build relationships between Indigenous communities and resource companies</li> </ul>
	5 years	<ul style="list-style-type: none"> <li>• Better functioning communities</li> <li>• Measurable increase in the number and seniority of Indigenous employees</li> <li>• Significant reduction in CDEP employment</li> </ul>
	15 years	<p>Resilient communities</p> <ul style="list-style-type: none"> <li>• Cultural respect and integrity and recognition of Indigenous association with land</li> <li>• Indigenous and non-Indigenous communities reconciled, discussing and addressing difference</li> <li>• Indigenous representation at strategic planning levels</li> <li>• Aboriginal people no longer seen as disadvantaged</li> </ul> <p>Sustainable economies</p> <ul style="list-style-type: none"> <li>• High levels of economic self-sufficiency and self-reliance in Indigenous communities</li> <li>• Sustainable businesses, social and community infrastructure which has the capacity to survive post mine.</li> </ul> <p>Training</p> <ul style="list-style-type: none"> <li>• High number of qualified Indigenous people</li> <li>• Good career paths and opportunities through more appropriate education services</li> <li>• Skills portable and transferable across location and industry</li> <li>• Governance capacity in communities</li> </ul> <p>Employment</p> <ul style="list-style-type: none"> <li>• Employment diversity and jobs in wider industry, not only mining</li> <li>• Majority earning and not dependant on CDEP</li> <li>• Equitable representation in workplaces at all levels</li> </ul> <p>Indigenous businesses</p> <ul style="list-style-type: none"> <li>• Many Indigenous people employed in tourism, particularly eco-tourism</li> <li>• Indigenous businesses successful</li> </ul>
Education	1 year	
	5 years	<ul style="list-style-type: none"> <li>• High levels of participation and achievement of Indigenous young people in high school</li> <li>• Educational programs that lead to sustainable levels of skilled employees</li> </ul>
	15 years	<ul style="list-style-type: none"> <li>• Equitable representation in education</li> <li>• Very responsive education and training system with school based apprenticeships</li> <li>• Increased numbers of Indigenous people achieving and progressing successfully through education programs.</li> </ul>
Training	1 year	<ul style="list-style-type: none"> <li>• Plan in place to achieve 15 year objectives – a group entrusted with the task.</li> <li>• Some training achieved – more people work ready</li> </ul>
	5 years	<ul style="list-style-type: none"> <li>• Balance training with seasonal nature of industry employment (esp. during exploration phase)</li> <li>• Education and training coordinated between industry, Commonwealth, SA and private training</li> </ul>
	15 years	<p>Curriculum</p> <ul style="list-style-type: none"> <li>• Education and training packages tailored to meet local needs adapted to other industries including small business and technological change</li> <li>• Culturally appropriate training programs such as higher levels of 'hands on' training.</li> </ul> <p>Leading to jobs</p> <ul style="list-style-type: none"> <li>• Coordinated approach to create pathways from education to work</li> <li>• Greater retention rates and mature people re-engaged</li> <li>• Young people into work then focus on training</li> <li>• Increased employment through intensive initiatives such as</li> </ul>



Issue	Year	Detail from group sessions
		<ul style="list-style-type: none"> <li>apprenticeships</li> <li>Marketing of training and job opportunities by industry routine</li> </ul>
Industry	1 year	<p>Clarity around process for ILUAs and industry developments, not one size fits all. Planning in place to ensure Industry needs are met.</p>
	5 years	<ul style="list-style-type: none"> <li>Trust and rapport established between Aboriginal communities and industry</li> <li>Mutually acceptable and improved heritage regimes.</li> <li>Skills audit of future industry need</li> <li>Mines employing high proportions of local people</li> </ul> <p>SA Industry Projections</p> <ul style="list-style-type: none"> <li>Prominent Hill on stream</li> <li>Olympic Dam expansion</li> <li>Development of supporting industries</li> </ul>
	15 years	<p>Training</p> <ul style="list-style-type: none"> <li>New learning opportunities (work based and job focused)</li> <li>Industry coordinating with training providers and vice versa proactively</li> </ul> <p>Jobs</p> <ul style="list-style-type: none"> <li>Increasing proportion of Indigenous people in management levels</li> <li>Resource companies actively engaged in Indigenous employment issues and have better access to labour resources as a result.</li> <li>Flexibility in employment structures to accommodate Indigenous employees</li> </ul> <p>Relationships</p> <ul style="list-style-type: none"> <li>Cultural change by industry</li> <li>Better resolution of cultural heritage issues</li> <li>Every mining operation has a fair proportion of workers and takes full care of country</li> <li>ILUA negotiations complete - ongoing relationships and structures, with established cultural protocols.</li> <li>Mines providing information to communities</li> <li>Exploration for minerals to sustain expansion</li> <li>Double mineral resource output with employment spin-off</li> <li>Development of industry construction support</li> </ul> <p>SA Industry Projections</p> <ul style="list-style-type: none"> <li>Continued exploration success and expansion of SA mining industries</li> <li>12 mines operational, petroleum, gas and geothermal industry</li> <li>Olympic Dam will underpin</li> <li>New projects but other projects also reaching end of life</li> <li>Increased post-production + value adding to primary product</li> <li>Exploration for minerals to sustain expansion</li> <li>Double mineral resource output with employment spin-off</li> <li>Development of industry construction support</li> </ul>
Government	1 year	<ul style="list-style-type: none"> <li>Ongoing government support for ILUA process</li> <li>Developed integrated approach to native title, heritage and NRM process.</li> </ul>
	5 years	<ul style="list-style-type: none"> <li>'The fog' has lifted</li> <li>ILUAs have implementation plan.</li> <li>Skills Centre established</li> <li>Strong cooperation, consultation, collaboration and coordination between industry, government and communities</li> <li>Government providing infrastructure essential for sustained development</li> </ul>
	15 years	<ul style="list-style-type: none"> <li>New Aboriginal Heritage Act in place</li> <li>All native title claims resolved in South Australia</li> <li>Coordinated approach by government and non-government sectors to manage change.</li> <li>COAG report card obsolete</li> <li>National/International stock take of Indigenous initiative best practices</li> </ul>



## **Actions to achieve future state**

### ***Gathering information***

Several tables identified the need to undertake skills audits. These will apply to specific locations when Mining companies begin working in a region. They will determine the current level of capability of the Indigenous workforce, the skills required by resource companies at exploration, construction, operational and rehabilitation stages and the gap between the two.

It would be useful to understand what work is currently being done on such areas as work readiness, training and other support programs and identify opportunities to bring this work to scale or replicate it in other locales. Establishing baseline data, from regions and state wide, will be necessary to enable effective measurement of increased Indigenous employment.

### ***Information sharing***

Sharing information between communities, governments and companies, dealing with issues of confidentiality, ownership of data (Aboriginal data belongs to Aboriginal people) and overcoming issues of commercial in-confidence.

### ***Planning***

Planning effectively both state wide and regionally, matching training to jobs, ensuring training creates pathways leading to real jobs, ensuring that training is timed for completion as jobs come on board.

### ***Skills Development for the Mining Industry***

The establishment of a minerals skills centre as a state-wide hub for training could assist in linking Indigenous people into appropriate training to meet Industry needs. There are challenges in focusing on skills development as South Australia is in an exploration stage and will need a skilled workforce available in 10-15 years.

### ***Pilot sites***

Pilot sites will need to be established to deliver on the vision. There needs to be discussion of which sites in which regions, how many trial sites are appropriate and what will be done at the sites. The Taskforce would recommend where these could be developed and assist with bringing resources to support the projects

### ***Best practice***

Establishing and promoting best practice in Indigenous employment – recruitment and retention through sharing experiences from other industries and through learnings from elsewhere in Australia.

### ***Goal setting***

Work with Indigenous people and respond to their aspirations. Scale up current successful projects to begin making a real impact on levels of Indigenous employment, say from 10 to 100 participants. Setting targets above 3000 Indigenous people employed in the resources industry workforce in the next 15 years.



### ***Overcoming barriers***

Modifying the culture of, and human resource practices within, companies to better accommodate the needs of Indigenous people.

Overcome literacy and numeracy issues which are a barrier to accessing training and employment. Using pre-vocational training to ensure people are work ready.

### **3. *Reflections***

#### **Reflections on the day – Government**

##### ***Mr. Bill Cossey***

Chair of the Social Inclusion Board of the SA Government

Mr Cossey is extremely mindful of wealth creation for Aboriginal people. He urged companies to think outside the square with regard to employment of Aboriginal people and stated that generally women are more reliable than men, so why not involve more women in the industry. He further commented that companies need to understand the personal pressures that Aboriginal people face to succeed.

South Australian State Government – needs to increase its percentage of Aboriginal employees. Mr Cossey advised that he was chairing the Audit Committee for the State Strategic Plan and some targets need to be finetuned to be specifically targeted at Aboriginal people, to give an accurate indication of progress.

Finally Mr Cossey concluded that he was extremely impressed at the attendance and with the openness of dialogue and he looked forward to helping everyone achieve their objectives.

#### **Reflections on the day – Industry**

##### ***Mr. Paul Dowd***

Former Managing Director of Newmont Australia Ltd.

Mr Dowd advised that his strongest influence is Robert Champion de Crespigny as it was through his passion and understanding that the mining sector started to right some of the 200 years of wrong that had been afforded Aboriginal people.

He stated that although Australia is in a mining boom, South Australia, Victoria and Tasmania are only in exploration booms. He advised that it takes between 10 and 15 years to go from initial exploration to mining stage, which means that it is an extremely high risk venture.

ILUAs do help remove risks at exploration stage, and it was a clear view from several groups that the ILUA process can only generalise about what employment and training opportunities might be. The production stage can be more prescriptive in defining outcomes.



To achieve the vision of employing 3000 Indigenous people in the mining industry in SA by 2015 expressed by Mr Agius, will be difficult however it is non-negotiable. He emphasised the need to remove borders, people who are trained may need to move to other states to gain experience and then come back to SA when the production boom hits.

He advised that one reality from the forum was recognition that not one size fits all – geographical differences between urban, rural and remote Aboriginal communities are huge. He was also pleased that all recognised the necessity to address the numeracy and literacy problems. He emphasised that safety is the key responsibility of mining operations and has been a significant driver of changes in that industry. The industry also needs to acknowledge the need for a fully integrated workforce.



## Section Three

### The Way Forward

#### ***Leadership***

An Indigenous Employment Taskforce needs to be established with high level representation from all sectors- governments, the resources industry, other businesses and the Indigenous community. It is recommended that the Taskforce report directly to Cabinet.

The purpose of the Taskforce will be:

- To develop strategic pathways, ensure a coordinated focus is maintained and oversee progress. It will sit within the ILUA framework and need to be resourced by governments and could be staffed or administered through SACOME
- To engage directly with industry, governments and communities in gathering and sharing information, planning, setting up pilot sites, identifying best practice, setting goals and overcoming barriers.

The Taskforce would focus on three key areas:

#### ***Communication***

Ensure that Indigenous employment information is coordinated and widely disseminated to the community, companies and government agencies to engage them in delivery of Indigenous employment

#### ***Strategic direction***

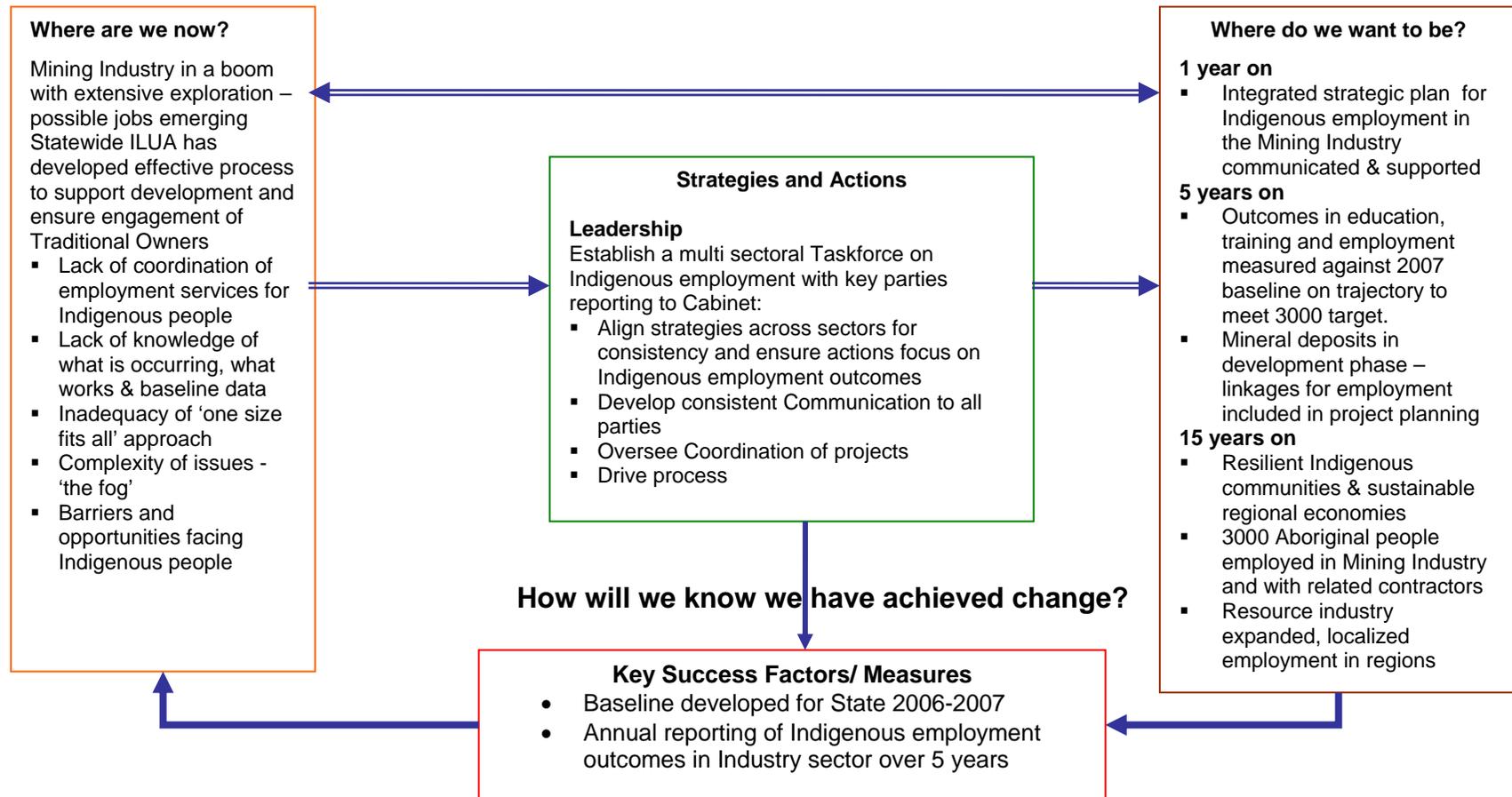
Ensure that strategic direction and a clear vision of where we want to be in 1, 5, and 15 years is maintained.

#### ***Coordination***

Work at a high level to ensure that planning is not ad hoc and that agencies are collaborating at both state and regional levels. This will incorporate the whole-of-government approach now being taken by government agencies and recognise the need to include contractors as well as resource companies in the process.



# Indigenous Employment in South Australia in the Mining Sector



# Appendix 1

SA INDIGENOUS LAND USE AGREEMENT (ILUA)  
STATEWIDE NEGOTIATIONS

## Indigenous Employment in SA: Resources Industry Forum Monday 22 May 2006

**Purpose of the Forum:** To reach a collective view of the most effective strategies to bring about education and training opportunities for Indigenous South Australians, leading to increased and sustainable employment, in and with the resources industry.

<b>9.00</b>	Kaurna welcome to country	Lewis O'Brien, Kaurna elder
<b>9.15</b>	Indigenous Communities and the Resources Industry in SA – the significance of a partnership approach	Hon Paul Holloway Minister for Mineral Resources Development
<b>9.30</b>	SA ILUA Statewide Negotiations - an overview	Ian Dixon Independent Chair
	Statewide ILUA Negotiations Plan for improved employment of Indigenous people in the resources industry	Parry Agius Native Title Unit, Aboriginal Legal Rights Movement
	Indigenous Employment in the Resources Industry – Build it in, don't bolt it on	Stephanie Walker South Australian Chamber Of Mines and Energy
	Aboriginal Employment through Constructive Partnerships in Government	Dr Tim Haines ILUA Team, Attorney General's Department
	Questions	Presenters
<b>10.30</b>	<i>Break</i>	
<b>11.00</b>	Where are we now?	Group Discussion
<b>12.30</b>	<i>Lunch</i>	
<b>1.15</b>	Where do we want to be in the future?	Group Discussion
<b>2.45</b>	<i>Break</i>	
<b>3.00</b>	How do we get there?	Group Discussion
<b>4.30</b>	Reflections on the day - Government Reflections on the day - Industry	Bill Cossey Paul Dowd
<b>4.45</b>	Next steps	Janina Gawler
<b>5.00</b>	<i>Closing of the forum</i>	

