

Final Report
Working in Partnership Workshop
Facilitator – 2 day workshop in
Alice Springs NT
For the Sustainable Mining Section
Resources Division
Department of Industry, Tourism &
Resources

Prepared by Yaran Consulting Pty Ltd
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1. WORKSHOP PROCESS

1.1 Terms of Reference

The Commonwealth of Australia, acting through the Department of Industry Tourism and Resources invites suitably qualified consultants/contractors to submit a proposal for a facilitator to organise and run a Regional Workshop for the Working in Partnership program. Yaran Consulting was the successful tenderer.

1.2 Background

The Working in Partnership program was launched on the 3rd of August 2001 with the aim to promote long term partnerships between Indigenous communities and the exploration and mining industry. The case study publication was released at the launch and a website for the program later developed. The third phase of this program involves a series of regional workshops to bring together Indigenous people and mining and exploration companies to raise awareness of current developments and encourage the wider adoption of good practice.

1.3 Scope

The Department required an external person to fulfil the role of facilitator for the above-mentioned workshop, to be held in Alice Springs on 25 and 26 June 2002, preferably with the local knowledge of Indigenous relations with mining and exploration companies in the area. The requirement was for the facilitator to have a role in the planning of content, structure of the workshop, and input into the selection of participants.

1.4 Objectives

“We hope to see the emergence of more instances of good practice as a result of effective communication, interaction and capacity building by both mining companies and indigenous communities, as stimulated by the facilitator in this workshop.”

2. DETAILED REQUIREMENTS

2.1 Workshop format

The Department required the successful applicant to research, plan and facilitate a small (2 day, 20-30 person) workshop to be held in Alice Springs in late June 2002.

Specifically:

We, Yarran Consulting, believe that as per your requirements we have identified all the relevant stakeholders in the Alice Springs region, (with initial key contacts provided by the Department).

The consultant canvassed stakeholders for three key things;

- Interest and or commitment to attend/participate in the workshop
- Relevant issues from their experience (either industry or indigenous perspective)
- Examples and or case studies of good practice in the area of indigenous/mining and exploration company relations.

A shortlist of potential attendees and identified common issues were provided, with the aim for development into discussion topics. Based on this, invitations were sent by the Department to prospective attendees.

The Facilitator was required to develop a draft program for the workshop, structured around identified issues and including any possible case study examples. The consultants, using their knowledge of the overall issues as well as the local situation, should select those participants whose contribution could best stimulate discussion for workshop sessions. This may include a limited number of relevant speakers from outside the region.

- The draft program was provided to the Department in the form of a progress report (see section 7 of the terms of reference), linked to the first payment for service (see section 8).
- The final program was developed in conjunction with the Department.
- The consultants were in Alice Springs at least 1 day prior to the workshop commencing and were available to greet attendees as required.

That the consultant should run the workshop according to the agreed format, ensuring that open and free flowing discussion occurs, was of paramount importance. The facilitators were required to keep records of discussion including the issues raised, questions asked and any points of contention. The consultant would use this information in the preparation of a brief feedback report to be provided to the Department within two weeks of the completion of the workshop. This report also includes identified recommendations for future relations between the two parties.

2.2 The Department's Responsibilities

The Department will:

- Provide some initial contacts with whom they have met
- Arrange the venue and catering
- Arrange printing of blank invitations, programs and signage.
- Liase with consultant throughout, including final approval of the guest list and program structure.
- Provide timely feedback on the draft report
- Will be available to answer questions and provide advice as requested.
- Will provide some funds for the travel and attendance of indigenous representatives.
- Will develop workshop evaluation forms to be provided to participants at the workshop.
- Will use the information provided in the final feedback report and evaluation forms, in the development of the Working in Partnership program, including any further workshops arranged by the Department.

2.3 Deliverables

The primary deliverable/output for this tender was the facilitation of a successful workshop, as measured by;

- The workshop going ahead on the date and location specified;
 - The attendance and involvement of participants in discussions, which lead to, identified recommendations for future relations;
 - The promotion of good relations between parties in line with the Working in Partnership program objectives; and
 - The completion of progress and feedback reports.
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2.4 Timetable

The project commenced in the first week of May 2002 with a visit to the Department of Industry, Tourism and Resources office. We received very informative feedback as to the specific requirements that were not outlined in the briefing paper. We understood that we were required to submit a brief feedback report no more than two weeks after the conclusion of the workshop. Total duration of the contract would then be approximately 8 -10 weeks.

Specific dates:

29 th April	Successful tender commences
By 13 th May	Shortlist of invitees provided to the Department for approval
By 17 th May	Invites dispatched
31 st May	Progress report due to the Department; including detailed list of stakeholders/ invitees and identified issues and discussion topics.
10 th June	RSVP cut-off for attendees; finalisation of program; printing of programs
prior to the *25 th June	Arrive in Alice Springs (a number of Departmental officials will also attend)
*25-26th June	Conduct Workshop (*dates to be confirmed)
No more than 2 weeks after workshop	Provide feedback report to Department including notes from workshop discussions, and identified recommendations for future relations.

3. Project completion

3.1 Invitee list

A list of potential invitees was developed and sent to the Departments Project Officers Lisa Melville and Clare McIntosh. It initially consisted of 50 plus names of persons within the Central Australian region in general and included those people that Lisa Melville and Jeff Harris had previously identified.

We contacted all of the potential invitees via the telephone and through e-mail, with one or two exceptions. The invitee list was shortened to about 40 and invitations were sent out. Discussions were conducted with a number of potential attendees and it was confirmed that we were prepared to facilitate up to about 38 participants.

The potential attendees all showed interest in the workshop and saw it as an opportune time for the building of relationships, networking, development of best practice ideas and initiatives and having the opportunity to speak and hear others, particularly the Central Land Council, in a non-negotiating forum.

3.2 Visit to Alice Springs

We travelled to Alice Springs during the week commencing 10 June 2002 to undertake more in depth discussions with people that had indicated their involvement in the workshop, in particular those organisations that would deliver case studies.

Yaran Consulting had meetings with Central Land Council, Tangentyere, Newmont Australia, Roche Mining and Carey Mining with regard to their case studies.

Whilst in Alice Springs, we were informed by Santos Ltd, that the Superintendent responsible for indigenous relations was no longer prepared to deliver a case study. We then approached Roche Mining and they agreed to present a case study on the second day.

3.3 Case Studies

Case studies were presented during the morning sessions of the two days of the workshop by the following:

- The Central Land Council – Marilyn Smith, Employment Officer and Rodger Barnes, Manager - Mining;
 - Indigenous Mining Enterprise Task Force (NT) - Mark Nolen, Manager - Secretariat and Bill Ivory, Deputy Chairperson;
 - Newmont Australia – Brian Fowler ,Superintendent Health Safety, Environment and Community Relations – The Granites Operations;
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- Yuendumu Mining – Frank Baarda , Managing Director;
- Carey Mining – Daniel Tucker, Managing Director and Jimmy Lee, General Manager; and
- Roche Mining - Bob Walford – Manager, Indigenous Relations,.

3.3 Workshop Program

The consultants prepared a program that was supplied to the Department for sign off on content. We received constructive feedback from the Working in Partnership team towards developing a comprehensive program for the workshop.

We had arranged an appropriate elder or spokes person for the Traditional Owners of the Alice Springs area, the Arrernte people, to attend the workshop to welcome people to country. Due to circumstances beyond our control, the indigenous welcome was not performed. We received a voice mail from the Tangentyere Aboriginal Corporation at 8.56 am on the morning of the commencement of the workshop, telling us that the elder would not be available. This was quite disappointing particularly after having personally attended Tangentyere the day before to ensure their attendance. The traditional owners of the country, the Arrernte people, were acknowledged as a matter of course during the presentations.

3.4 Conduct of the Workshop 25 & 26 June 2002

A long agenda was developed from the agreed agenda, with capacity to take notes on each session. Ten days before the workshop we had confirmation of 38 people, on the day we had approximately 10 no shows.

It was felt that the structure of the workshop worked reasonably well but we have not been privy to the feedback information that was supplied by the participants at the completion of the workshop.

Notes made regarding the case studies and workshop sessions are attached to the report. The participants requested a copy of these notes and copies will be e-mailed to all participants.

Some comments were made as to running another workshop in or at an Aboriginal community. We have a fundamental issue with this concept due primarily to the exclusion of other Indigenous participants and the pure logistics of the task.

Networking and the exchange of commercial ideas, as well as business benchmarking between Indigenous and non-Indigenous business participants occurred on an ongoing basis during the two days of the workshop.

The mix of government, non-government organisations, community service providers, and Indigenous and non-Indigenous businesses was reasonably balanced and an exchange of ideas was evident.

People appeared reluctant to initially talk freely about their methods and operations due to the perceptions of losing market advantage. However, this was more on the side of the non-indigenous businesses rather than the indigenous participants who freely exchanged business ideas behind the scenes.

Indigenous participation in this workshop when analysed was about 50% of those attending, the mix of business and government was also of a similar nature. Given that the focus on Central Australia was limiting, several community organisations, individuals and businesses showed an interest in being involved if the department was to hold similar workshops in other States.

Feedback comments were made that more Aboriginal and other government departments should have been invited, but these absences occurred, as discussed, through a number of no shows even after confirmation.

The Central Australian focus of the project was restrictive by nature and to have invited more people would have been counter productive in our view.

3.5 Workshop output

Comments from the forum

As part of the proceedings, it was asked that participants provide some feedback at the end of the workshop. During an open session, we listed what they felt they got out of the workshop and if they thought this type of forum was effective. Copies of these notes have been forwarded to the department for perusal and information.

In Summary, the main points are as follows;

- A desire to meet on a community
 - Take to an actual mining centre (i.e., Kalgoorlie, Port Hedland or Mt Isa)
 - That the workshop be only half a day in length
 - Good to see government departments, mining companies and community together in this type of forum
 - A chance to take stock
 - Good contacts to continue work
 - Contacts and networks for new businesses
 - Sharing experiences between all parties
 - Seeing how others operate and address problems
 - Seeing people being more aware of problems and working on them
 - Hearing common view points
 - Need to prioritise the issues and find ways to overcome them
 - Seeing things done in an appropriate way
 - A need for purpose – aims – objectives – goals
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- More structured approach towards a working model
- Seeing if policies have to be changed to suit the situation
- How to fill the employment skills gap
- Being able to implement existing programs to assist process
- Picked up new ideas and innovations
- Picked up some interesting pointers
- Learnt something new
- Finding how we can work more closely together
- A need to keep offering this type of forum
- Is it worth talking about partnerships if you already have formed them
- Are we going to be the only ones here? If so is it worth coming along again?
- Involving more players next time
- Not too big – or there will be no time to engage and exchange ideas
- Seeing how much progress has been made since previous workshops
- Another workshop in one year to report

Suggestion

- School promotions of mining sector (the NT Government currently provides lectures to all primary area schools throughout the Territory and this process takes about 2 years to attend all the schools.); opportunity to spread this to other states.
 - Form a working group of participants for the local region.
 - Discuss how any improvements/initiatives can be implemented, how they can be made more effective.
 - Discuss what needs to be done to achieve this
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4. Recommendations

Given this was the initial effort by DITR to run a workshop of this nature, it is our belief that it was a great benchmark for networking and developing relationships between Indigenous and non-Indigenous organisations in the resource sector.

We have received feedback that some small businesses gained new insight into business methods and contracting by Indigenous companies involving resource companies and major projects.

If the Department was to run further workshops, we suggest that you consider maintaining the smaller nature of the workshops as they gave Indigenous and Non-Indigenous organisations a real opportunity to network and exchange ideas over the two days. The less formal 'workshop' setting also gave participants an opportunity to discuss important and relevant issues face to face. As previously mentioned, invitation of Aboriginal community participants would be advantageous if they can gain benefit from their attendance.

If the Department wished to increase the level of traditional peoples involvement, we would suggest that either Kalgoorlie, Port Hedland or Mt Isa be considered as possible locations for future workshops, as these towns are located close to major Indigenous communities in close proximity to resource development projects. Western Australia would be a preferred option as it is seen to be a major benchmark for Indigenous business involvement in the resource sector and ancillary services.

In undertaking this project, we worked from the approach that the workshop not be an academic exercise and was practical in its application. It is our belief that there were meaningful outcomes from the forum, including networking as well as discussion of on-the-ground solutions to many identified common issues

The very nature of what has been undertaken by the Department provides a basis for developing an understanding of the needs of the small to medium size Indigenous businesses and non government organisations. It allows for a diversity of ideas and practical solutions about how they are trying to undertake business and develop relationships.

It also allows for a diversity of thinking on how business in the resources sector is conducted and provides a forum for people to discuss how issues affecting the sector might be resolved, with multi-lateral solutions developed with government, industry and Indigenous input.

It was suggested that Mr Harris take the message back to the Minister, that a more integrated all of Government approach be developed. That cooperation between not only federal departments but between State and Local Governments occurs, so that the most effective approach to Indigenous

involvement in the resources sector is developed enabling future engagement by all parties.

There was some concern by participants as to the lack of specific outcomes from the workshop; we agree that this was the case. We recommend that consideration be given to either finding thematic topics for each workshop or maintain a similar approach to networking and business development opportunities in other States by putting similar organisations together.

The highly receptive response of participants to the IMETF presentation, as well as strong parallels with the Working in Partnership program aims, vouch for further Department support for this initiative. Collaborative projects would provide both increased exposure and better outcomes for Indigenous participation in these programs. It is also our recommendation that some thought be given to DITR supporting IMETF as a concept for other States as a holistic approach to business development, best practice and improving real indigenous involvement in the resources sector.
