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## 13.1 Summary

### 13.1.1 Community Engagement Strategy

Since the announcement of the Open Cut Project in August 2005, the project's community engagement strategy has been to utilise a variety of activities and information sources to cater for the diverse levels of education and interests in the community and to communicate effectively with all sectors of the socially and culturally diverse region. These have included a series of programs in relation to information giving (fact sheets, posters, website), consultation (personal and community meetings), and active participation (site inspections).

MRM has built on these current activities to develop a community engagement strategy for the 25-year life of mine. Core elements of this strategy include:

- To develop and maintain direct relationships with the local communities rather than relying on third party associations
- To imbed in the MRM operational plan a regular, multi-layered structure for community engagement activities to ensure it delivers the frequency of contact necessary to maintain relationships and the depth of information necessary for transparency
- To build on the current community activities by incorporating more opportunities for active participation by stakeholders to ensure MRM receives timely feedback on community perceptions.

Key elements of the community engagement strategy for the Open Cut Project include:

- Information Giving:
  - community meetings
  - fact sheets
  - newsletters
  - site visits
  - community relations report
  - sustainability report
  - community radio
  - website

- Consultation:

Over the 25 year mine life, it is proposed to consult with the community at relevant milestones during the mine's operations and development when there is a specific matter to be investigated. The consultation process itself will draw on best practice and involve the following four cyclical stages:

- inform
- consult
- address
- report

- Active Participation:

- community reference group
- McArthur River MAWA Community Projects Funding Committee
- participatory environmental monitoring
- MAWA/MRM independent environmental monitoring review

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### 13.1.2 Regional Economic and Social Development

MRM is committed to building the socio-economic sustainability of the Borroloola region including the Sir Edward Pellew Islands. The ultimate objective is to ensure that following mine closure, the communities have been strengthened and their capacity built to the extent that they will flourish independently of the mining operation.

To achieve this objective, MRM will:

- Maximise employment opportunities for local residents through the implementation of targeted recruitment and case management strategies as well as training and development initiatives. Components of this initiative include the following:
  - At present there are 152 employees on site of whom 19 are from the local community and 13 are Aboriginal people. In addition, there are 286 contractors on site.
  - The maximum Open Cut Project construction phase workforce will be 150. MRM has already advertised in Borroloola for trainees and three local people have already commenced training. Discussions have commenced with local contractor CDE to undertake some of the construction work. CDE started in the Borroloola region and 85% of its workforce is Aboriginal.
  - The operational workforce for the Open Cut Project will be 270. A target of 20% has been set for Aboriginal representation.
  - All new employees will be supported through individually tailored training and career development programs.
- Continue the implementation of numerous community support initiatives including the provision of a range of economic and social benefits to the local community to assist in developing its long-term sustainability. Components of this initiative include:
  - Continuing use of Territory-based suppliers for the provision of a wide range of goods and services to the mine. In 2005, MRM invested \$60 million with 415 Territory-based suppliers. Of this, \$10 million was spent with 22 suppliers in the Borroloola region.
  - MRM has entered into a Shared Responsibility Agreement with the Australian Army as part of a community housing program in Borroloola which will train 15 local people in building skills
  - MRM is involved in the following education-based development programs to encourage local students to progress to employment opportunities: work experience program; school-based apprenticeship program; and tertiary scholarship program
  - MRM's employment-based development programs include: traineeship program (will have 20 trainees per year); apprenticeship program (12 apprentices); personal development program; and workplace English language and literacy program
  - MRM's Corporate Social Involvement Program agreed with MAWA includes contributions to: Borroloola swimming pool; Robinson River sports facilities; night patrol in Borroloola; permanent general practitioner (GP); dialysis unit building and carer; Northern Territory Health X-Ray unit; adult education and training centre; nursery; barramundi hatchery; and school dormitory

- MRM is holding discussion with community and government organisations regarding a number of enterprise development opportunities including: company housing project; fresh vegetable farm; tourism facilities; cultural awareness training group; integrated multi-use community hub; and sand supplies.

Through the activities proposed under the MRM Sustainability Strategy as well as the current and potential projects already under development, the anticipated community benefits are summarised as follows.

- Economic benefits:
  - Increased Aboriginal employment among local people
  - Higher education attendance and completion rates to develop a work ready, potential employee base within the community
  - Increased percentage of local purchasing by the mine
  - Expansion of the economic base of the community from its current reliance on mining, pastoral operations and tourism to potentially include new viable local enterprises.
- Social benefits:
  - Improved health outcomes through higher quality and local availability of treatment facilities
  - Improved quality of life through a safer, healthier community environment
  - Increased housing for the local population through the company housing project
  - Positive education alternatives for youth away from alcohol, drugs and crime
  - More alternatives and opportunities for workforce participation
  - Broader range of leisure and recreational opportunities
  - Maintenance of traditional culture.

## 13.2 Community Engagement Strategy

### 13.2.1 Policy Position

MRM's approach to community engagement is founded on policies upheld by MRM and its parent company, Xstrata plc. In addition, the Northern Territory Government's statement on '*Community Engagement – working together for a better Territory*' has been examined to ensure the strategy employed is consistent with the desired involvement of Territorians in shaping the future of their communities.

#### **MRM's Position**

Since mining began at MRM in 1995, the company has taken responsibility for developing direct relationships with the communities neighbouring the mine and the Bing Bong loading facility.

MRM has played an active role as a corporate citizen, contributing through:

- Infrastructure provision
- Participation in community organisations and committee
- Representations to government and media on community issue
- Long-standing partnerships with education and health organisations
- Sponsorship of community and individual activities.

MRM has also maintained an ongoing dialogue with a broad range of community and government organisations about operations at the mine.

MRM's commitment to building and maintaining these relationships has been recognised through awards such as the Commendation in the Community Relations category of the Northern Territory Minerals Council's Resource Industry Awards of Excellence 2005, the Northern Territory Ministers' Recognition Award in Resource Development 2003, and the Northern Territory Department of Mines and Energy Encouragement Award for Resource Development in the category of 'Community Relations' 2001.

The acquisition of MRM's parent company, MIM Holdings, by Xstrata plc in June 2003 has added another dimension to the community engagement strategies.

Corporately, Xstrata has recognized that business success is possible only through genuine partnerships with stakeholders. The following *Xstrata Business Principles* outline the ethical framework for all the Xstrata's businesses around the world. Incorporated among these is a commitment to communicating honestly and engaging in good faith with all stakeholders.

These principles dictate that:

- *We recognise the unique relationship that our operations have with their local communities and we respect local interests, cultures and customs and the rights of indigenous people.*
- *We work with local authorities, community representatives, non-governmental organizations and other interested parties to support projects which address the needs of our local communities.*

This policy establishes the framework for local decision-making and action at a mine level.

### **Northern Territory Government's Position**

It is apparent the Northern Territory Government places priority on community engagement within its own operations. The Government's document '*Community Engagement – working together for a better Territory*' describes the strategy as a means of:

- Creating more opportunities for active participation by Territorians to assist Government in making better decisions
- Providing Territorians with accurate information about Government policies and programs.

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This statement describes three methods of engagement as: Information Giving; Consultation; and Active Participation.

Similarly, MRM considers community engagement as a way of facilitating better decision-making about the mine's operation through greater community involvement, recognition of cultural sensitivities, and provision of timely information about mine developments.

### **13.2.2 Status of Current Engagement**

Since the release of the Terms of Reference for the EIS for the Open Cut Project in March 2003, a range of engagement activities have been undertaken. In early 2003, an extensive program of consultation with individuals, groups and government departments was conducted in the Gulf region, Borroloola and Darwin. In addition, a number of helicopter inspections of the area were provided to Traditional Owners who also visited an Albion plant (refinery) in Brisbane. Details of the date and nature of the consultation activities, the stakeholders involved and the issues discussed are given in the Draft EIS (URS, 2005a).

Between June 2003 and August 2005, the engagement activities in relation to the Open Cut Project were simultaneous with MRM's ongoing community relations activities while Xstrata, as the new owner of the mine, considered alternatives for the development.

Since the announcement of the Open Cut Project in August 2005, the project's stakeholder engagement strategy has been to utilise a variety of activities and information sources to cater for the diverse levels of education and interests in the community and to communicate effectively with all sectors of the socially and culturally diverse region. These have included the following.

#### ***Information Giving***

- A series of seven fact sheets was produced addressing various topics on the open cut project including specific issues raised via community feedback.
- A poster "Your questions answered" was developed and distributed in direct response to community meetings and discussions and the submission to the Draft EIS public review process by Mabunji Aboriginal Resource Association
- A dedicated website was developed ([www.mcarthurriver.com.au](http://www.mcarthurriver.com.au)) providing information about the project, copies of all public documents including the Draft EIS, and a Question and Answer section anticipating frequent queries
- An information hotline was established as a freecall service for anyone with any questions regarding MRM or the project.

#### ***Consultation***

- Individual meetings were held with a range of representative bodies within the Borroloola and Darwin communities as a way of seeking feedback on the issues and concerns held regarding the project.

- Five open community meetings were hosted by MRM between August 2005 and February 2006 providing an opportunity for MRM to present the proposal and the community to raise questions and concerns
- Targeted group meetings were held with Borroloola Community Council, Traditional Owners, and Senior Women within the community to provide further opportunities for information exchange
- All issues and feedback generated through these consultation meetings were addressed within the Supplementary EIS documentation (URS, 2005a)
- A separate consultation program was also conducted by independent consultant, Bob Beadman, regarding the establishment of a Community Social Involvement program.

### **Active Participation**

- Several MRM site tours and helicopter inspections were hosted for groups of community members providing the opportunity for these representatives to view the project area in the context of the actual landscape
- Traditional Owners from the local Gurdanji people were invited to assist in the inspection of the development site to check on the status of sacred sites
- Advice on community engagement as well as the development proposal was provided by respected local leaders including the Member for Arnhem, Barbara McCarthy MLA, Mabunji Aboriginal Resource Association Inc, local Northern Territory Government representative, MAWA executive and committee, and other Northern Territory Government Ministers and representatives.

### **13.2.3 Challenges and Opportunities**

Conducting the community engagement program over the past year has revealed challenges and opportunities which need to be taken into consideration in the development of the ongoing engagement plan. These are summarised in Table 13.1

**Table 13.1**

#### **Community Engagement Challenges and Opportunities**

<b>Challenges</b>	<b>Opportunities</b>
<p><b>Equity</b></p> <p>Ensuring equitable access to community engagement activities for people who have an interest in MRM throughout the region. This spans from the mine to the mouth of the McArthur River 120 km away and the people of the Sir Edward Pellew Islands.</p>	<p>Taking a 'roadshow' approach to community engagement activities to ensure initiatives are conducted in a number of geographic locations in order to provide all community members with an opportunity to be involved.</p>
<p><b>Relevance</b></p> <p>Ensuring information is delivered in a culturally appropriate way for the four language groups represented by the local indigenous people.</p>	<p>Reviewing all information-giving devices to assess their cultural relevance to all community members and their effectiveness for communication.</p>

Challenges	Opportunities
<p><b>Balance</b></p> <p>Balancing the involvement of the indigenous people (representing the majority of the local population) with the inclusion of the non-indigenous people who also have a strong interest in the future of the region.</p>	<p>Ensuring groups representing the community include non-indigenous members.</p> <p>Ensuring non-indigenous community members have equitable access to engagement activities.</p>
<p><b>Diversity</b></p> <p>The diversity of opinion within the community ranges from strong supporters to vocal opponents of the mine.</p>	<p>Ensuring everyone within the community has the information they need to make an informed decision on the mine proposal and future activities.</p> <p>Providing a forum for opinions to be communicated to MRM.</p>
<p><b>Criticism</b></p> <p>Address the criticism aimed at the action by MRM in holding personal briefings for Traditional Owners as being divisive.</p>	<p>Communicating the engagement strategy to all stakeholders to ensure openness and transparency in discussions.</p> <p>Reporting to all stakeholders on the outcomes of all engagement activities.</p>
<p><b>Science</b></p> <p>Communicating a highly technical and scientific body of information in a manner which is easily understood by all in the community.</p>	<p>Developing a hierarchy of information-giving tools ranging from the detailed and technical to more simple explanations to ensure people can obtain the level of detail sought.</p>
<p><b>Trust</b></p> <p>Address the lack of trust amongst some members of the community due to a perception of 'broken promises' by the mine.</p>	<p>Committing in writing the responsibilities, obligations and offers by MRM to ensure there is no ambiguity with respect to commitments in the future.</p>

### 13.2.4 Stakeholders

A broad range of stakeholders within the community hold an interest in the McArthur River Mine. These are broadly categorised as the residents of Borroloola, King Ash Bay and the Sir Edward Pellew Islands, community organisations and associations, government, industry, service providers and the media.

From MRM's perspective, the desired outcomes from the community engagement strategy, as relevant for each stakeholder, are summarised Table 13.2. Where directly relevant, these echo the principles and practices of the community engagement statement issued by the Northern Territory Government.

**Table 13.2**  
**Desired Outcomes of Engagement Strategy**

Stakeholder	Desired Outcome
<p><b>Residents</b></p> <ul style="list-style-type: none"> <li>- Borroloola</li> <li>- King Ash Bay</li> <li>- Sir Edward Pellew Islands</li> </ul>	<p>Effective working relationship in which both the residents and MRM share information in a cooperative spirit.</p> <p>Residents feel their ideas, perspectives and concerns are acknowledged and acted upon.</p> <p>Residents trust the integrity of information distributed by MRM.</p>

Stakeholder	Desired Outcome
<b>Community Organisations</b> <ul style="list-style-type: none"> <li>- MAWA</li> <li>- Mabunji Aboriginal Resource Association Inc</li> <li>- Amateur Fishermen's Association of the NT</li> </ul>	Active involvement in developing a common way forward for the benefit of the broader community. Recognition of a shared responsibility for community well-being.
<b>Government</b> <ul style="list-style-type: none"> <li>- Borroloola Community Council</li> <li>- Northern Territory Government Ministers and departments with a regulatory interest in MRM</li> </ul>	Collaborative and respectful relationship to ensure that community action is coordinated at a local and Territory level. Satisfaction with transparent processes for sharing information.
<b>Industry</b> <ul style="list-style-type: none"> <li>- Mines and pastoral leaseholders in the neighbouring region</li> </ul>	All local knowledge and perspectives are tapped to enrich the body of information on which MRM decision-making is based.
<b>Service providers</b> <ul style="list-style-type: none"> <li>- Northern Territory suppliers to MRM</li> <li>- Local indigenous business enterprises</li> </ul>	All local knowledge and perspectives are tapped to enrich the body of information on which MRM decision-making is based.
<b>Media</b> <ul style="list-style-type: none"> <li>- Local Borroloola</li> <li>- Northern Territory mass media</li> </ul>	Satisfaction with transparent processes for sharing information.

### 13.2.5 Community Engagement Strategy

The community engagement strategy for the 25 year life of mine takes into consideration the preceding analysis of the policy foundation, the challenges and opportunities arising from the recent community activities, and the desired outcomes for each stakeholder group.

The strategy also recognises that the proposed change in mining method to deliver an extended mine life of 25 years creates an opportunity to build on existing community relationships with the aims to:

- Elevate community investment above what is immediately necessary to a level which will have lasting, long term benefits
- Ensure the community perceives that in the long term, it has derived strong benefits from the mine.

As a result, there are three core elements to the strategy:

- To maintain the policy employed by MRM of developing and maintaining direct relationships with the communities in recognition of the company’s responsibility towards the communities in which it operates rather than relying on third party associations
- To imbed in the MRM operational plan a regular, multi-layered structure for community engagement activities to ensure it delivers the frequency of contact necessary to maintain relationships and the depth of information necessary for transparency
- To build on the current community activities by incorporating more opportunities for active participation by stakeholders to ensure MRM receives timely feedback on community perceptions.

### 13.2.6 Community Engagement Methodology

Chart 13.1 illustrates the model for stakeholder engagement for MRM. This diagram reflects that:

- The primary relationship with the community stakeholders will be developed directly by MRM
- A Community Reference Group (CRG) will be an important facilitator in building relationships as a body representative of the community (see later explanation)
- The definition of ‘community’ is broader than just residents – there is a range of stakeholders who influence residents and who also have an interest in the MRM development and so should, at some level, have the opportunity to participate.

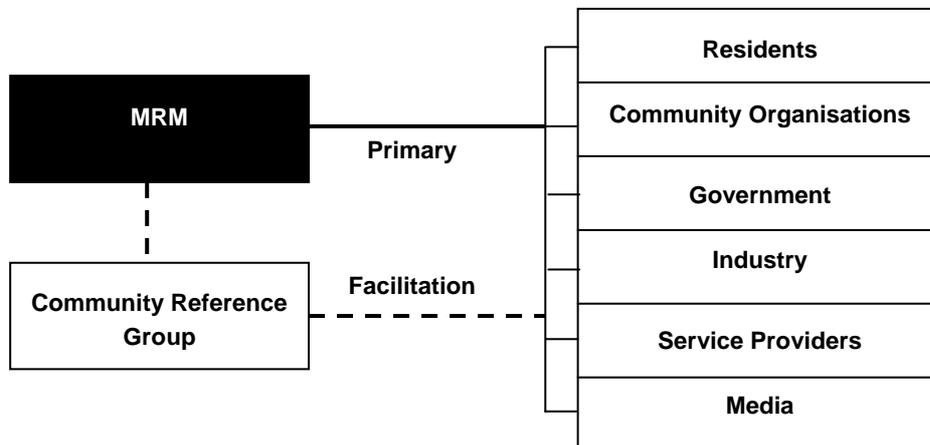


Chart 13.1

Model for Stakeholder Engagement

The community engagement methodology will be based upon the above model of stakeholder engagement. It will consist of the same three elements of the current engagement strategy as described in Section 13.2.2:

- Information giving
- Consultation
- Active participation.

A detailed discussion of the form and content of each of these elements is given below.

### 13.2.7 Information Giving

As indicated in the Government statement on community engagement, information giving is a one-way flow of information. In this case, it is being used to describe the range of materials which will be regularly produced to:

- Keep community stakeholders informed of developments at the mine
- Address issues arising through consultation activities to ensure all community stakeholders have access to information from MRM
- Report back to community stakeholders on the MRM's involvement in the community, consultation actions and outcomes of the community reference group.

The materials to be developed represent a hierarchy which describes both the frequency and depth of information. The general principles are that:

- The broader the distribution of an information tool, the less technical its content
- MRM will respond to specific issues in a timely manner and provide the level of detail necessary to satisfy all information needs
- Reporting tools will be distributed on a regular basis so that stakeholders can rely on their availability
- The method of communication will be culturally appropriate for all residents.

The specific tools, their scope, stakeholder reach, and frequency are described in Table 13.3.

**Table 13.3**  
**Information Giving Tools**

Information Tool	Scope	Reach	Frequency
Community Meeting	Meetings held in Borroloola, King Ash Bay and Darwin to which all community stakeholders would be invited. This is a personal way of delivering information about mine activities.  Brief presentation would be delivered followed by break-out group discussions to consider specific topics.	All stakeholders	Quarterly

Information Tool	Scope	Reach	Frequency
Fact Sheets	Specific issues/topics such as: - mine operations - environmental monitoring - development progress. Can be technical in nature.	All stakeholders	As required
Newsletter	Non-technical information source providing a timely update on mine activities within the community. Regularly cover: - Mine operational update - Employment and training update - Outcomes of consultation meetings - CRG outcomes - Answers to frequently asked questions - Photographs of Corporate Social Involvement activities	Primary target is Residents. Secondary distribution to all other stakeholders.	Bi-Monthly
Site visits	Opportunities for community members to visit the MRM operations, participate in a tour of the site, learn more about the mining concepts, and discuss issues personally.	Residents Community organizations Government	At least quarterly
Community Relations Report	Report summarising all activities by MRM within the community over a calendar year. Typically the report would include: - Community relations - Corporate Social Involvement Program actions - Community engagement strategy actions and outcomes	Primary targets are residents and government. Secondary distribution to all other stakeholders.	Annual
Sustainability Report	Report in line with the Minerals Council of Australia's 'Enduring Value – the Australian Minerals Industry Framework for Sustainable Development' reporting on the health, safety, environment and community performance of MRM.	Government Community organisations	Annual
Community Radio	Proposed regular interview on the community radio station based in Borrooloola with the mine manager and providing a verbal update on mine operations.	Residents Community organisations	Monthly
Website	General MRM information and a source for copies of all publicly available material. Content to be broadened to incorporate Aboriginal content and tone.	All stakeholders	Updated with each new information tool released

MRM has investigated various methods for culturally appropriate communication taking into consideration the varying levels of literacy and different languages spoken within the indigenous population.

Since languages are spoken but not written or read, translation of information tools from English is not achievable in a timely manner. Instead, the strategy is focused on:

- Use of pictorial rather than heavily word-based communication
- Interpersonal communication, particularly through the MRM CRG
- Site visits to clarify issues and concepts
- Observance of social and cultural protocols.

### 13.2.8 Consultation

Simply stated, consultation is described as a two-way communication process which provides a feedback loop. Truly effective consultation:

- Has at its core, a targeted and measurable result;
- Is used when there is the ability for stakeholder feedback to be considered within decision making;
- Comprehensively identifies the set of issues or concerns held by stakeholders for a proposal; and
- Captures stakeholders' issues and interests as part of the decision-making process.

For example, while questions have been raised about the techniques used for consultation on the MRM Open Cut Project, the process used was effective in that:

- Feedback from the community regarding environmental concerns has been incorporated within mine planning as evidenced by the additional investment committed to environmental monitoring;
- A consistent set of issues were raised throughout all points of contact with stakeholders providing a reasonable assurance that the consultation had identified a comprehensive list of concerns; and
- Stakeholders were engaged in a decision-making process – in this instance, that of the Northern Territory Government.

Over the 25 year mine life, it is proposed to consult with the community at relevant stages or milestones during the mine's operations and development when there is a specific matter to be investigated. Such matters could relate to:

- The establishment of a community-based participatory monitoring scheme as part of the environmental monitoring program
- Discussion regarding the focus and priorities of the Community Social Involvement Program
- Changes in company policy for example, a review of the Aboriginal Employment and Training policy
- Gathering opinion on any major change to mine or transport facilities or procedures and their potential or perceived impact on the community
- Gaining input into planning for site rehabilitation and ultimately mine closure to develop strategies to lessen the social or commercial impact.

The consultation process itself will draw on best practice and involve the following four cyclical stages:

### **Inform**

- This is the first step of the cycle and is designed to provide clear, consistent information to raise a common level of awareness about the proposition
- All information-giving tools outlined previously would be employed on this phase
- This would be timed to coincide with project phases (eg. project launch, release of options, detailed option assessment and decision-making)
- It effectively sets the stage for stakeholder engagement by providing accurate, consistent, relevant and appropriate information.

### **Consult**

- The second step is two-way communication which proactively seeks input into a proposition through dialogue with stakeholders
- This may include: community meetings, focus groups, one-on-one briefings with key influencers, site tours, information hotlines (phone or email)
- All feedback, issues and concerns raised through this consultation phase would be captured within file notes and a Consultation Management System (CMS) database recording all contacts
- Careful documentation of this feedback via an issues register provides a 'checklist' for consideration within project planning and reporting.

### **Address**

- Ideas, issues and opportunities identified through consultation are factored into the decision-making process for the proposition
- In this stage stakeholder input is considered and options evaluated.

### **Report**

- This phase closes the loop with stakeholders to inform them how their views have been considered and acted upon
- It reports on the consultation and planning outcomes
- Reporting back demonstrates an open, two-way process is undertaken and either paves the way for the next phase in the cycle or concludes the initiative with a final outcomes report
- It is envisaged that specific reports would be required as part of this process although the information-giving tools previously outlined may also be utilised as reporting vehicles.

As new techniques are developed for consultation, MRM will review and consider ways to refine this approach as part of a continuous improvement philosophy.

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### 13.2.9 Active Participation

Active participation is an interactive and ongoing process and is perhaps, one of the most significant developments in MRM's approach to future community engagement.

It is a way of:

- Recognising and valuing local knowledge
- Inspiring mutual trust within the relationship between MRM and community members
- Creating opportunities for stakeholders to contribute to mine planning and decision-making.

Ultimate responsibility for decision-making would always rest with MRM as the responsible authority. However, the initiatives proposed for active participation provide a broader base of information upon which these decisions can be assessed.

#### **Community Reference Group**

MRM established a Community Reference Group (CRG) which provides a forum for ongoing consultation with representatives of the local communities with an interest in the mine.

It is designed to represent a cross section of Aboriginal and non-Aboriginal residents, local business, Council and Northern Territory Government interests who have nominated to come together to discuss issues, concerns or questions regarding the operation and development of MRM.

The CRG:

- Is advisory in nature, not a decision-making forum, so there is no voting on issues
- Provides community members with the opportunity to interface with MRM leaders and other stakeholders and to represent community interests
- Facilitates the exchange of ideas, suggestions and information among community members, MRM and other relevant stakeholders
- Promotes discussion between MRM and the community
- Works towards partnerships to better the community
- Helps to identify mutually-beneficial partnership opportunities.

The CRG meets at least bi-monthly with the objectives to:

- Provide a regular, formal link between MRM and the communities with an interest in its operations to ensure concerns and issues are heard
- Provide a feedback forum which facilitates a two-way flow of information between MRM and the communities
- Facilitate decision-making at MRM by ensuring community interests are taken into consideration.

A copy of the draft Terms of Reference for the CRG is provided in Appendix O.

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### **McArthur River MAWA Community Projects Funding Committee**

In February 2006, MRM executed an agreement with MAWA as a body representing the four language groups, for the establishment of a committee focused on MRM's corporate social involvement program.

As part of its group policy, Xstrata sets aside 1% of Group profit to fund social involvement, primarily to support communities associated with its operations. In the case of MRM, an initial investment of \$1.6 million over three years has been committed. A further \$5 million has been allocated for investment over up to eight years.

The aim of the Corporate Social Involvement Program is to make a positive, long term impact on the communities in which MRM operates or has influence. The focus is primarily on addressing health, education, employment, culture, sport and social issues.

Consultation conducted within the Borroloola community in August/September 2005 identified a range of priority initiatives to come under the Corporate Social Involvement Program. These included:

- Borroloola night patrol
- Employment of a permanent general practitioner
- Dialysis unit and supporting carer
- Northern Territory Health X-Ray Unit
- Adult education and training centre refurbishment and program development
- Nursery – developed as an indigenous business enterprise generating job opportunities
- Robinson River sports facilities
- Barramundi hatchery establishment.

These were in addition to MRM's commitment of \$600,000 for the Borroloola Swimming Pool which has already been provided to honour a long-standing commitment to the community.

The role of the management committee under the corporate social involvement program is to manage and coordinate funding provided by MRM as part of its corporate social involvement program for community projects agreed between MRM and MAWA.

Each year, the priorities of the program will be reviewed and the outcomes of investments to date assessed.

Community members have the opportunity to have a direct involvement in the allocation and maximisation of this funding through participation in this committee.

It is envisaged that this committee would be representative of the entire regional committee involving both indigenous and non-indigenous residents as well as representatives of community organisations and the Northern Territory Government. This is critical for ensuring alignment of MRM's community involvement initiatives with the actions of government.

### ***MAWA MRM Independent Environmental Monitoring Review***

A further agreement has been entered with MAWA for an independent review of the annual marine environment monitoring commissioned by MRM and conducted by scientists from the Environment Analytical Chemistry Unit of Charles Darwin University. The intention is to inspire mutual trust and confidence in the outcomes of the monitoring program.

Under this agreement, an independent expert would be engaged from outside the Northern Territory and unrelated to any parties. The expert's analysis of the monitoring would be provided in a form appropriate for release to the broader Borroloola community.

### ***Participatory Environmental Monitoring Program***

The community will also be invited to actively participate in the environmental monitoring program undertaken by MRM. As a way of inspiring trust and confidence in the monitoring, residents from the broad community will be invited to assist in the regular collection of samples for testing.

Under the expanded environmental monitoring program, the number of test sites will be increased upstream and downstream of the MRM site and at Borroloola, McArthur River mouth, Bing Bong loading facility and the Sir Edward Pellew Islands.

MRM and Charles Darwin University are currently developing the expanded monitoring program and the opportunities for community participation.

The main interests through the community monitoring are to ensure samples are being taken from sites and areas directly relevant to the traditional hunting and gathering of the Aboriginal people. Information on these traditions and the relevant sites and species as well as advice on the potential participants is being sought through the MRM CRG.

To ensure the program is effective across all points of potential impact by the mine, participants will be sought from the Sir Edward Pellew Islands, King Ash Bay and Borroloola communities.

All participants would receive training in the environmental monitoring support sought including:

- The species to be collected
- Necessary collection methods to avoid contamination and ensure capture of full samples
- How to package, label and store the samples
- How the samples will be assessed.

The information drawn from the community participatory monitoring program will be used to establish a more comprehensive view on the behavioural patterns of the Aboriginal people within their environment. The results will be reported to the community as part of the MRM environmental monitoring program to demonstrate accountability and transparency.

### **13.2.10 Evaluation Techniques**

In order to ensure the community engagement strategy is meeting its objectives, MRM proposes to undertake a biennial evaluation of its effectiveness. This may involve:

- A survey amongst selected community members to rate their level of satisfaction with the strategy and input into any areas which may be improved
- Measurement against a set of key performance indicators to be determined from the outset and which may include:
  - Measures of community benefits (eg. health statistics, youth employment, business growth, reduction in social issues)
  - Measures of community participation in MRM engagement programs (eg. volunteer support for the environmental monitoring).

### **13.2.11 Administration**

#### ***MRM Community Relations Team***

The community engagement strategy would be administered by the MRM Community Relations Team. This team comprises three full time staff members: Community Relations Manager; Senior Community Relations Adviser; and Community Relations Officer. These dedicated resources are responsible for fostering the relationship between the mine and the surrounding community.

The engagement strategy is separate to the MRM Community Relations Team's existing program of activity which includes:

- Conducting site tours
- Identifying, negotiating and securing sponsorships and philanthropic donation activities
- Continual informal liaison with community members including managing calls or inquiries from the community – ranging from complaints to compliments
- Developing social impact management plans – detailed plans of impact of the mine and its community (employees, contractors, movement of products etc) in or on the local community and actions to minimise or mitigate the potential impacts
- Specific programs focussed on – indigenous communities, science education, indigenous employment and training and environmental initiatives
- Responsibility for employee participation in community events or activities.

#### ***Database Management***

Central to the effectiveness of all activities will be the development and maintenance of a database system for registering all contact with stakeholders, the subject matter, issues raised, action taken and outcomes.

This will include managing the distribution of all information-giving tools, recording all stages of consultation activities, and registering the outcomes of all active participation initiatives.

### ***Indicative Timetable***

An indicative schedule for the distribution or conduct of all activities detailed within this community engagement strategy is given in Table 13.4. This timetable illustrates that:

- Each month, an information-giving tool is available for stakeholders
- Contact is frequent to maintain a perception of open and transparent communication
- A variety of techniques is used for engagement in order to provide the depth of information and culturally appropriate methods relevant to different stakeholders.

**Table 13.4**

**Indicative Annual Community Engagement Schedule**

Activity	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec
<b>Information-Giving</b>												
Community meeting	■			■			■			■		
Fact sheets	Produced as required											
Newsletter		■			■			■			■	
Site visits		■			■			■			■	
Community relations report	■											
Sustainability report			■									
Community radio	■	■		■	■	■	■	■				■
Website	■											
<b>Consultation</b>												
Inform	Cyclical process to be developed around key operational or developmental milestones and policy changes.											
Consult												
Address												
Report												
<b>Active Participation</b>												
Community Reference Group	■		■		■		■		■		■	
McArthur River MAWA Community Projects Funding Committee		■				■				■		
MAWA MRM Independent Environmental Monitoring Review	■	■									■	■
Participatory environmental monitoring program	Continual program of monitoring employed by MRM. Specific community participation program to be designed.											
Evaluation (biennial)										■	■	■

## 13.3 Regional Social and Economic Assessment

### 13.3.1 Introduction

The purpose of this section is to provide in further detail, MRM's approach to building the socio-economic sustainability of the Borroloola region including the Sir Edward Pellew Islands. The ultimate objective is to ensure that following mine closure, the communities have been strengthened and their capacity built to the extent that they will flourish independently of the mining operation.

To put this in context, the Draft EIS (URS, 2005a) included an economic impact study to assess the potential economic impacts of the Open Cut Project at a Northern Territory and national level.

The predicted economic impact was summarised in the Draft EIS (URS, 2005a) as follows.

**Table 13.5**

**Annual Economic Impact of Operations Phase**

Region	Output (\$m)	Income (\$m)	Employment (jobs)	Value-added (\$m)
Northern Territory	329	39	610	175
Australia	523	84	1,700	271

**Table 13.6**

**Annual Economic Impact of the Construction Phase**

Region	Output (\$m)	Income (\$m)	Employment (jobs)	Value-added (\$m)
Northern Territory	46	11	290	21
Australia	97	24	570	47

This section of the PER will present strategies to be employed by MRM in facilitating socio-economic sustainability at the local and regional level.

MRM's actions in this regard are guided by Xstrata's Health, Safety, Environment and Community Management Standards and External Management Systems Standards. These align with the Minerals Council of Australia's '*Enduring value – The Australian Minerals Industry Framework for Sustainable Development*' (<http://www.minerals.org.au/enduringvalue>), and the ten International Council on Mining and Metals (ICMM) Sustainable Development Framework Principles ([http://www.icmm.com/sd\\_framework.php](http://www.icmm.com/sd_framework.php)).

Under these policies, MRM's focus is on improving local community social and economic well-being where practicable through:

- Development and use of appropriate skills and technologies

- Support for community educational initiatives and health programs
- Providing employment opportunities for local people
- Sourcing and purchasing from local companies
- Support for community projects
- Handling matters in a spirit of trust
- Promoting local business development.

MRM's perspective on its role in supporting these areas is well described through the ICMM "*Community Development Toolkit: Introduction to the 17 Tools*" (2005).

#### **Role of the Mining Industry**

*The mining industry can play a central role in community development by acting as a catalyst for positive change in areas that may otherwise have little if any opportunities for economic and social development. This is especially true in situations where mining can be a catalyst to help to build up other (non-mining) sustainable income sources in the areas where the mines are located so that communities are able to develop independently of the mine and are thus able to survive the exhaustion of the ore reserves and the departure of the mining operation. An important means of achieving this is to foster dynamic linkages between communities and external support agencies.*

*Extract from Page 7. ICMM Community Development Toolkit: Introduction to the 17 Tools*

MRM defines the local region within which it operates and influences as being bounded by the communities of:

- Robinson River in the south-east
- Sir Edward Pellew Islands in the north
- Limmen Bight River in the west
- Belbirini Station in the south.

The township of Borroloola is at the heart of this region.

References to the 'community' in this economic and social benefits discussion should be taking as referring to the entire region.

All communities and their members within this region are treated equitably as:

- Potential sources of local employees for the mine
- Potential sources of local business enterprises to supply the mine
- Sites of potential impact from the mining operations
- Places of traditional relevance and importance to the Aboriginal culture of the region.

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MRM acknowledges that this region is home to four Aboriginal language groups: Gurdanji; Mara; Yanyuwa; and the Garrawa.

The Gurdanji are the traditional owners for the area where the mine site is situated. As such, they play a particularly important role in ensuring mine operations protect their cultural heritage by assisting in the identification of sacred sites.

### 13.3.2 Socio-Economic Profile

The above-defined region falls primarily within the Katherine Region under the Department of Business, Economic and Regional Development's 'Socio-economic Snapshot' (Adam *et. al.*, 2005). This expansive region is home to about 17,212 people and is characterised by:

- 49.1% Aboriginal population
- 8.0% unemployment (2004)
- High participation rate in the Community Development Employment Program (CDEP)
- Higher than average employment in government, administration, defence and agriculture
- Average wage 6.5% lower than Northern Territory average (2001)
- 1122 small business entities
- A tourism industry generating \$83 million in 2004, 6.9% of the total Northern Territory industry
- A mining industry generating about \$201 million in 2004, 13% of the total Northern Territory industry
- A higher than average rate of jobseekers under the Centrelink Newstart allowance
- Over representation of Aboriginal people within the health system
- Considerably higher rate of violent crime in the region compared to Northern Territory averages

An estimated 8% of this region's population resides in the community of Borroloola, 60 km north-east of the McArthur River Mine. The town's population is estimated at 900 with a further 500 people living on nearby out-stations in the surrounding district. At least 75% of this population is Aboriginal. In a regional development plan for this district released in February 2005, five major issues were identified through consultation within the community. These are understood to be consistent with the experience of other parts of the Katherine Region and are:

- Distress and lack of support for families, youth and children
- Alcohol and drug misuse
- Lack of purpose and control (in the context of loss of culture, lack of incentive to work)
- Violence among family and between language groups
- Housing shortage.

### 13.3.3 MRM Economic Impacts – Northern Territory Suppliers

In 2005, MRM invested a total of \$60 million with 415 Northern Territory based suppliers representing a wide range of product and service industries.

**Table 13.7**

#### 2005 Spending by MRM with Northern Territory and Local Suppliers

Product/service category	Total Northern Territory Sources		Local Community Sources	
	Spending	No. Suppliers	Spending	No. Suppliers
Utilities	\$21,633,779	2		
Fuel	\$7,342,135	2		
Transport and Freight Services (Air, road and sea)	\$11,814,168	13	\$5,838,965	3
Mining Support Companies	\$1,328,335	5		
Heavy Equipment Maintenance	\$1,660,924	2		
General Workshop Supplies	\$1,990,793	23		
Tyres	\$611,159	1		
Electrical Supplies	\$1,331,421	6		
Labour Hire	\$4,308,817	10	\$52,500	2
General Goods	\$1,518,438	84	\$4,200	5
Safety Goods	\$609,365	7		
Steel Supplies	\$496,963	7		
Conveyor Belt Supplies	\$328,456	1		
Security Services	\$625,501	3		
Professional Services	\$322,468	3		
Trade Services including plumbing, refrigeration, pest control, TV	\$179,304	4	\$27,000	2
Bearings	\$223,968	2		
Hoses, Hydraulic Services and Pumps	\$1,030,868	11		
General and Heavy Equipment Hire	\$735,035	19	\$45,500	3
Light Vehicles	\$116,099	2		
Building and Construction Services	\$993,598	18		
Office Supplies	\$99,058	1		
Environmental Supplies including laboratory services	\$128,832	3		
Office Rental	\$73,883	2	\$15,400	1
Computer and IT supplies	\$74,585	3		
Training Services	\$96,686	5		
Tourism and Accommodation	\$70,355	4	\$4,000	1

Product/service category	Total Northern Territory Sources		Local Community Sources	
	Spending	No. Suppliers	Spending	No. Suppliers
Professional Body Memberships	\$32,949	2		
General Goods and Services (under \$5,000pa)	\$238,974	165		
Community Organisations	\$22,400	5	\$22,400	5
Total	\$59,939,316	415	6,009,965	22

Xstrata's HSEC Policy dictates that MRM uses local businesses where they are technically capable and commercially competitive.

MRM's on-site managers of all product and service contracts implement a consistent policy that Northern Territory suppliers are given the primary opportunity to supply the mine's goods and services where there is capability competitively available. There have been a number of clear advantages from this policy including:

- MRM supported the establishment of Carpentaria Shipping Services in 1995 which has generated significant profits for the local Aboriginal business organisation (MAWA) which holds a 31.7% share
- The establishment of local businesses to supply specific services to MRM such as heavy equipment and labour hire organisations
- National organisations contracted to supply goods or services to MRM have been encouraged by MRM to establish Northern Territory operations for improved service relationships rather than manage the accounts through interstate teams. This has led to the development of employment and career opportunities for local people to work with major national organisations within the Northern Territory.

Of MRM's Territory-wide spending, 10% was invested with 22 suppliers based in the Borroloola region including King Ash Bay. The most significant of these is the contract with Carpentaria Shipping Services for the transport of bulk concentrate from the Bing Bong wharf facility to ships at sea. Carpentaria Shipping Services has held this contract since 1995.

Outside of this major contract, around \$200,000 is spent with 21 local suppliers. This represents a 33% increase in local spending since 2000. The main contributor to this increase was the establishment of two new local businesses: one which supplies heavy plant and equipment for civil construction works; the second which provides dredging services. Both of these new businesses provide services needed by MRM in its current and future operations.

The most significant of the local services outside of Carpentaria Shipping Services is a labour hire contract.

### 13.3.4 MRM Economic Impacts – Employment

#### **Workforce Profile**

MRM has historically employed around 350 people with an estimated 10% of this workforce at any one time represented by Aboriginal employees.

With the closure of underground mining operations in October 2005, the direct MRM workforce has been scaled down. As at 6 June 2006, there were 152 employees on site of whom 19 are drawn from the local community and 13 are Aboriginal people. However, the number of contractors on site has increased the total workforce to 438, a 25% increase in the previous average total workforce numbers.

**Table 13.8**

**MRM Workforce Profile (June 2006)**

<b>Workforce</b>	<b>Total</b>	<b>Total Indigenous</b>	<b>Indigenous as a % of total</b>	<b>Indigenous Employees Sourced Locally</b>	<b>Non-indigenous Employees Sourced Locally</b>
Employees	152	14	9.2	13	6
Contractors	286	12	4.2	2	4
Total	438	26	5.9	15	10

Local Aboriginal and non-Aboriginal employees are active throughout the operation in a range of roles which currently includes:

- Maintenance Service Team trainees
- Apprentices in plumbing, carpentry, boilermaking
- Security officers
- Storeman
- General hands
- Leading hand
- Supervisors and Superintendents in operational roles in Bing Bong and at the mine
- Administration management.

#### **Construction Phase Employment**

As discussed in the Draft EIS (URS, 2005a) the construction phase will extend over a two-year period and the construction workforce will peak at approximately 150. This workforce will include construction labour, suppliers, consultants, owner's team and other contractors. The majority of the workforce will be a mixture of skilled, technical and semi-skilled workers with the balance being professional personnel.

Discussions are already taking place with local industry regarding contractual opportunities and Aboriginal employment.

The construction of the open cut and all associated civil works will be conducted by a contracted organisation and workforce. MRM employees will continue to be deployed on all site administration, milling process, technical support services and site infrastructure maintenance. The workforce profile for MRM is therefore not expected to change significantly through this phase.

At present, the core contractor on-site is J J McDonald & Sons Group, a Townsville-based enterprise which is responsible for the Test Pit operations. McDonald is prioritising local employment and is supported in this endeavour by MRM. McDonald requires job ready employees with the work ethic, commitment and skills to commence immediate employment.

MRM has advertised within the Borroloola region for trainees interested in learning to use heavy equipment for open cut mining. Three local people have been secured and commenced training in June 2006.

MRM has also commenced discussions with CDE, a respected civil and mining contractor led by a Yanyuwa man, Sid Rusca and based in Noonamah. CDE is an outstanding example of a successful business which started in the Borroloola region and now supplies the NT, WA and western Queensland construction, infrastructure and mining industries. Around 85% of CDE's workforce is Aboriginal and they have a policy of involving local workers in their team wherever possible. CDE undertakes all staff training internally and proposes to undertake an assessment course on-site at MRM.

### **Operations Phase Employment**

The operations phase workforce will be approximately 270. At this stage, no contract has been let for the Open Cut Project. This can only occur if a development approval is granted.

The Open Cut Project is expected to create more opportunities for local Aboriginal people to receive training and apprenticeships.

Formal workplace profiling and planning for the open cut operation will be conducted once the pit is under construction. The exact number of new employment opportunities has therefore not yet been defined.

At this stage, plans are being designed around new opportunities in the areas of:

- Plant and equipment operation
- Geotechnical services
- Surveying
- Engineering services
- A range of trades.

Local people (both Aboriginal and non-Aboriginal) will have an equal opportunity to apply for the positions and traineeships which arise in these fields. MRM will encourage their participation through both recruitment and case management practices and partnerships with the Borroloola Community Education Centre.

The operational and training plans for the Open Cut Project are targeting a significant increase in the number of opportunities available for local Aboriginal people. A target of 20% of the workforce has been set for Aboriginal representation.

### **Recruitment and Case Management**

New employees will be recruited through a variety of means depending on the role. Newspaper advertising, recruitment consultants, engagement with training institutions, and a local CDEP provider are some examples of the techniques to be used. In relation to local employment, MRM has engaged a CDEP provider, Mission Australia, for the delivery of recruitment services and mentoring.

The framework for identifying, communicating and managing local employment opportunities is as follows:

- Positions vacant are identified by the line managers within each section of MRM or the traineeship program
- MRM liaises directly with Mission Australia to identify potential local people who may apply for the positions
- The positions are advertised on a flyer distributed around Borroloola and King Ash Bay, via community noticeboards and service providers (eg. post office, stores), through members of the MRM CRG, and through the various information tools used under the community engagement strategy (eg. newsletter, website, radio interviews)
- Mission Australia undertakes the initial assessment of applicants and presents a shortlist to MRM
- MRM conducts interviews and medical tests with the short-listed applicants
- Once offers are made and their work commences with MRM, Mission Australia keeps in contact with the new recruits to provide initial mentoring support.

All MRM employees are supported through individually tailored training and career development programs. MRM's Training Officer works with each employee, including trainees and apprentices, to match their skills and interests with positions within the MRM operation. The Training Officer then works with the superintendents or managers of each section to monitor the progress of all employees and to identify additional training and development needs.

A formal training needs analysis is conducted annually for all employees and contractors to ensure they are provided with the specific training they require to both effectively perform their duties and support career development.

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This personalised approach is regarded as a critical strategy in retaining employees for the long term. The objective is to ensure all employees are provided with the appropriate training and career pathways to build a future with MRM.

### **Shared Responsibility Agreement**

From time to time, MRM has employed local people under Shared Responsibility Agreements. In June 2006, MRM entered a Shared Responsibility Agreement with the Australian Army as part of the community housing project currently being undertaken in Borroloola. Under this project, the Army will train 15 young people from within the community in basic trade skills ranging from carpentry to welding.

When the community housing project is completed in around September 2006, these young trainees will be available within the local workforce. Of these, five have been guaranteed employment within the Borroloola business community. MRM has guaranteed immediate employment for a further five of these trainees. In addition, the company will draw on the remaining five as the first priority for placement in future employment opportunities at the mine.

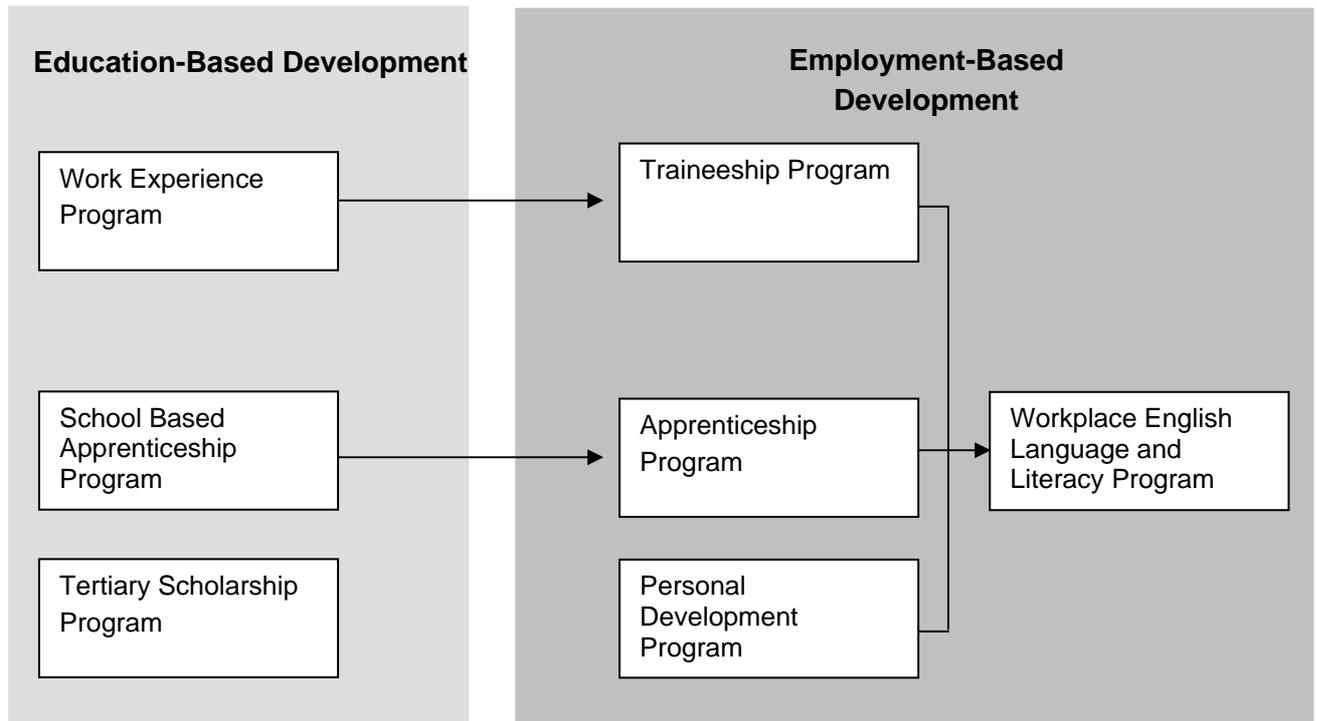
### **13.3.5 MRM Economic Impacts – Training and Development**

MRM's involvement in building a job-ready base of local employees commences while young people are still in the school system. In this regard, MRM is supporting the development of skills, work ethic and motivation to encourage workforce participation.

MRM's aim is to provide links between school programs that encourage children to get a good education and vocational training that provides long-term skills. For this reason, MRM has entered into partnerships with the:

- Department of Employment and Workplace Relations for a Structured Employment and Training Program which supports the employment and training of unskilled indigenous people
- Northern Territory Employment and Training Authority for the provision of a Vocational Education Training accredited program since 2001
- Northern Territory Department of Education Memorandum of Understanding which aims to improve the scope of education and post education outcomes for students at Borroloola
- Borroloola Community Education Centre Memorandum of Cooperation
- Northern Territory Chamber of Commerce and Industry under a Memorandum of Agreement regarding the delivery of Registered Training Organisation services.

MRM's strategy in this regard is demonstrated in Chart 13.2. This demonstrates the linkages between development through the Northern Territory and Commonwealth Education systems and Employment-Based Development offered through MRM.



**Chart 13.2**

**Links between Education-Based and Employment-Based Development**

***Education-Based Development***

MRM is involved in three programs which are designed to encourage school and tertiary students to progress to employment opportunities. Each of these programs may ‘feed’ applicants into the Employment-Based Development opportunities offered by MRM.

***Work Experience Program***

This program is implemented in cooperation with the Borroloola Community Education Centre. It involves six to eight young people from Grades 10 to 12 spending four weeks during the mid-year holidays and eight weeks during the summer holidays gaining experience in all areas of the mining operation. The students are placed on a rotation program spending one week within each of the various parts of the administrative, milling and technical support areas.

***School Based Apprenticeship Program***

MRM has in the past few years, accepted school-based apprentices under this program and has already generated one graduate in carpentry. Under this program, students perform the required 500 hours of apprenticeship training predominantly within the school holiday periods so as to not distract them from core school studies. This program is also run in cooperation with the Borroloola Community Education Centre.

### ***Tertiary Scholarship Program***

Through the Tertiary Scholarship Program, MRM currently makes available one scholarship per year to a local student interested in pursuing tertiary study. To date, one scholarship has been granted to a student of nursing.

MRM is currently investigating the opportunity to be involved in the National Indigenous Cadetship Project offered through the Commonwealth Department of Employment and Workplace Relations. This project is designed to provide financial assistance and vacation employment to full-time indigenous tertiary students. Companies sponsoring the cadets under this program also have the opportunity to offer permanent employment once students have graduated. MRM is considering a cadetship which would support undergraduate students of engineering disciplines, associated technical services such as environmental science or business studies.

### ***Employment-Based Development***

#### ***Traineeship Program***

At present, MRM makes available an average of ten traineeships per year although the current intake puts this number much higher. As at 6 June 2006, MRM had eight trainees under the Maintenance Service Team (MST) program. Within the month of June however, an additional five trainees all from the Robinson River community will have joined the program and a further three trainees will commence training on the use of heavy machinery, specifically for employment within the contract team operating the Test Pit.

By 30 June 2006, the total number of trainees employed by the mine will be 16.

The operational and training plans for the proposed Open Cut Project are targeting a significant increase in the number of opportunities available for local indigenous people. The number of traineeships will be increased from 10 to 20 per year.

The mine's entry level traineeship program for unskilled employees is the MST program. Since 1995, 206 local Aboriginal people have been employed in the mine's 6 month MST program through which unskilled employees receive the training necessary to qualify for progression into skilled positions. These trainees have come from throughout the Borroloola region. The objective is to encourage employment and provide skills training to build people's confidence and ability to secure skilled jobs. The role of the MST is to maintain the airport, buildings and supporting infrastructure within the camp and mine accommodation.

MST trainees are enrolled in the Certificate II Entry to Mining Services which complies with Australian Standards endorsed by the Mining Industry Training Advisory Board (MITAB). This equips recruits with the necessary skills and work ethic to perform the MST role.

Cert II is a basic level qualification that also qualifies trainees for promotion to other roles within the mining industry. It is therefore an essential stepping stone to further skills development, bearing in mind that many positions within the mine's workforce require considerable training and years of experience.

Some trainees have progressed to undertake specific skills-based apprenticeships such as boilermaking, carpentry, building, or mining. They have ultimately been employed at the mine in skilled positions such as Mill Plant Operator, Supply Officer, Up Dip Miner, Underground Plant Operator, Receptionist and Environmental Officer. Some graduates from the course are now working in positions overseas and in other parts of Australia.

### ***Apprenticeship Program***

MRM offers a formal program for apprentices in the areas of:

- Boilermaking
- Carpentry
- Plumbing
- Mechanics
- Electro technology
- Dual trades – combining refrigeration with electro technology.

There are currently 12 apprentices employed under the Northern Territory New Apprentices Centre and Group Training initiative.

Applicants are generated through liaison with Mission Australia locally and through newspaper advertising throughout the Territory to potentially draw from a wider catchment area. All applicants, whether local or from the wider region, Aboriginal or non-Aboriginal, are assessed on their merits based on their attitude towards work, academic ability, personal goals and work experience.

### ***Personal Development Program***

All MRM employees are supported through individually tailored training and career development programs. MRM's dedicated Training Officer works with each employee, including trainees and apprenticeships to match their skills and interests with positions within the MRM operation. The Training Officer then works with the superintendents or managers of each section within the operation to monitor the progress of all employees and identify additional training and development needs.

A formal training-needs analysis has been conducted and will be reviewed annually. The aim is to ensure all employees and contractors are provided with the specific training they require to both effectively perform their duties and to support their career development. This will be particularly relevant for any changes in equipment and work procedures which result from changing from underground to open cut mining.

All training provided is directly related to either the current role of the employee or to a career development opportunity for which they have been identified. On a case-by-case basis, this can range from on-the-job training programs to formal apprenticeship or tertiary study.

This personalised approach is regarded as a critical strategy in retaining employees for the long term. The objective is to ensure all employees are provided with the appropriate training and career pathways to build a future with MRM.

#### ***Workplace English Language and Literacy Program***

The Workplace English Language and Literacy Program (WELL) is designed to improve the literacy levels of MRM employees as necessary to safely and effectively perform their duties.

Through a specialist consultant, MRM has conducted baseline tests within the entire MRM workforce and identified special needs. As a result, tailored programs are now being developed for all employees identified as needing to develop their literacy and numeracy skills. The program has been implemented with the support of the Department of Education, Science and Training. The long-term aims of this program are employee retention, safety performance improvement, increased job effectiveness, and career development.

### **13.3.6 Management of Economic and Social Development**

MRM's overall approach as a catalyst for sustainable community development echoes the principles of the ICMC initiatives. The company recognises that effective and sustainable community development is best generated through:

- Adopting a strategic approach which links development activities to the long-term objectives of the mine as well as regional planning for the Borroloola community
- Consultation and participation to involve the community in all milestones within the mine's future
- Working in partnership with private, governmental, NGO and community organisations to share interests, resources and effort
- Strengthening the capacity of the community to operate independently in the long term.

This sub-section discusses the strategic approach to planning and building sustainable economic and social benefits for the local community.

#### ***Linking Community and Mine Objectives***

At a broad level, the regional plan (Watson and Hart, 2005) specifies the following goals for the community:

- Strengthen support for families, women, men, youth and children
- Reduce alcohol and cannabis misuse
- Improve community harmony and safety
- Increase educational and employment opportunities
- Increase leisure and recreational opportunities.

Table 13.9 compares these objectives with those of MRM. It is apparent that mutual benefits can be derived.

**Table 13.9**  
**Objectives Comparison**

<b>Regional Planning Objectives</b>	<b>Links To MRM Operational Objectives</b>
Strengthen support for families, women, men, youth and children	Improved work ethic, entry level skills and a more supportive family network for local employees. Reduced absenteeism.
Reduce alcohol and drug misuse	Improved reliability and retention of local employees.
Improve community harmony and safety	Improved reliability and retention of local employees. Creation of a community which may attract employees to live in Borroloola with their families rather than fly-in, fly-out.
Increase educational and employment opportunities	Local source of job-ready employees for all types of positions at MRM from administrative to technical. Higher standard of entry level skills amongst local employees. Inspiration and necessary support for new business ventures to supply the mine and potentially a wider geographic region.
Increase leisure and recreational opportunities	Creation of a community which may attract employees to live in Borroloola with their families rather than fly-in, fly-out. Improved retention of local employees long term.

The critical links between the regional plan and MRM's business objectives can be summarised as:

- Provision and retention of skilled, reliable, local employees
- Availability of competitive goods and services within the local region
- The creation of an improved quality of life in Borroloola which may attract MRM employees to live in the community rather than fly-in, fly-out.

### ***MRM Sustainability Strategy***

In acting to meet both community and company needs, MRM proposes two streams of activity: direct contribution; and community-directed contribution.

#### ***Direct Contribution***

This refers to action that can be taken through the MRM operations to directly facilitate the sustainable development of the region. These actions are most likely to be in the areas of indigenous employment and training, local purchasing, and workforce participation in the community.

Opportunities within each of these areas would be identified through:

- Internal and contractor human resource planning
- Purchasing needs analysis for goods and services
- Management planning for operating cost reduction

- Job placement planning for the maintenance service team trainees
- Community affairs team liaison with the Borroloola representative for the Department Of Local Government and the Tenant Creek Representative of the Department of Economic and Regional Development.

### ***Community-Directed Contribution***

This refers to action that is directed to a community-based delivery mechanism to support the long-term social and economic development of the community. This activity is driven through the MRM Corporate Social Involvement Program which directs the investment of funds drawn from Xstrata Plc's commitment to spend 1% of Earnings Before Interest and Tax within the communities in which it operates. MRM has already allocated \$6 million over the next 8 years to this program subject to the approval of the Open Cut Project.

The purpose of this program is to strengthen the capacity of the Borroloola community through action in the areas of:

- Enterprise development and job creation
- Education
- Arts and culture
- Health
- Environment
- Social and community issues.

MRM has entered into an agreement with MAWA for the delivery of this program through a group tentatively named, the MAWA Community Projects Funding Committee. This group has been modelled after similar initiatives such as Alcan's community trust for the people of Cape York. MAWA was selected as a partner in this committee as it is an organisation under the *Aboriginal Councils and Associations Act (1976)* formed to bring together the Traditional Owners from the four local language groups in a representative body. The charter of MAWA shares many commonalities with the focus of the MRM Corporate Social Involvement (CSI) program.

While the committee is funded by MRM's CSI program, it may also receive contributions from other relevant grant programs or philanthropic distributions. This would deepen the resources available to the committee and strengthen it as a regional development fund rather than just as a delivery mechanism for MRM's CSI program. At this stage, it is planned to manage the committee through a partnership between MRM and MAWA.

From the point of view of managing economic input into the region, MRM perceives significant benefits in this committee working in conjunction with other local authorities in a collaborative planning effort. Working with the Borroloola representative of the Department of Local Government and the Regional Manager for the Department of Economic and Regional Development in Tennant Creek, a broader regional development partnership could be formed for the purposes of planning and implementing economic and social programs.

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The first task of this collective group would be to agree a forward plan in regard to the priorities for the community and decide a way of effectively working together.

### ***Partnership Approach***

A critical factor in the delivery of the economic and social benefits to the Borroloola community is the need to establish effective partnerships with private and public sector organisations and community-based organisations with a shared interest in community-building initiatives.

MRM has already undertaken research into a range of relevant programs or services. The company is committed to working with the Northern Territory and Commonwealth Governments in order to achieve shared objectives in respect to the strengthening of the Borroloola community.

Some of the programs or services or potential partners identified are:

- Northern Territory, Department of Local Government
- Northern Territory, Department of Health and Community Services
- Northern Territory, Indigenous Business Economic and Regional Development (DBERD)
- Northern Territory Indigenous Economic Development Taskforce
- Borroloola Community Government Council
- Area Consultative Committee for the Northern Territory
- Indigenous Coordination Centres in both Katherine and Tennant Creek
- Health, Tourism and Heritage Grant programs through the Commonwealth Government
- MAWA
- Northern Land Council
- Mabunji Aboriginal Resource Association Inc
- Private sector investment companies or financial institutions.

In addition, private sector partners would also be sought as relevant to either facilitate or deliver community-based initiatives. The aim is to encourage greater private sector investment in Borroloola in order to generate a sustainable local economy.

### ***Delivery Model***

The methodology for coordinating action particularly in relation to enterprise development within the community is illustrated through Chart 13.3. This model outlines a framework for the delivery of community benefits starting from recognition of a shared objective and continuing in perpetuity. It captures the spirit of the ICMM principles including the importance of partnerships in the delivery of community sustainability as well as the business phases as defined under the Northern Territory Government's Indigenous Economic Development Strategy.

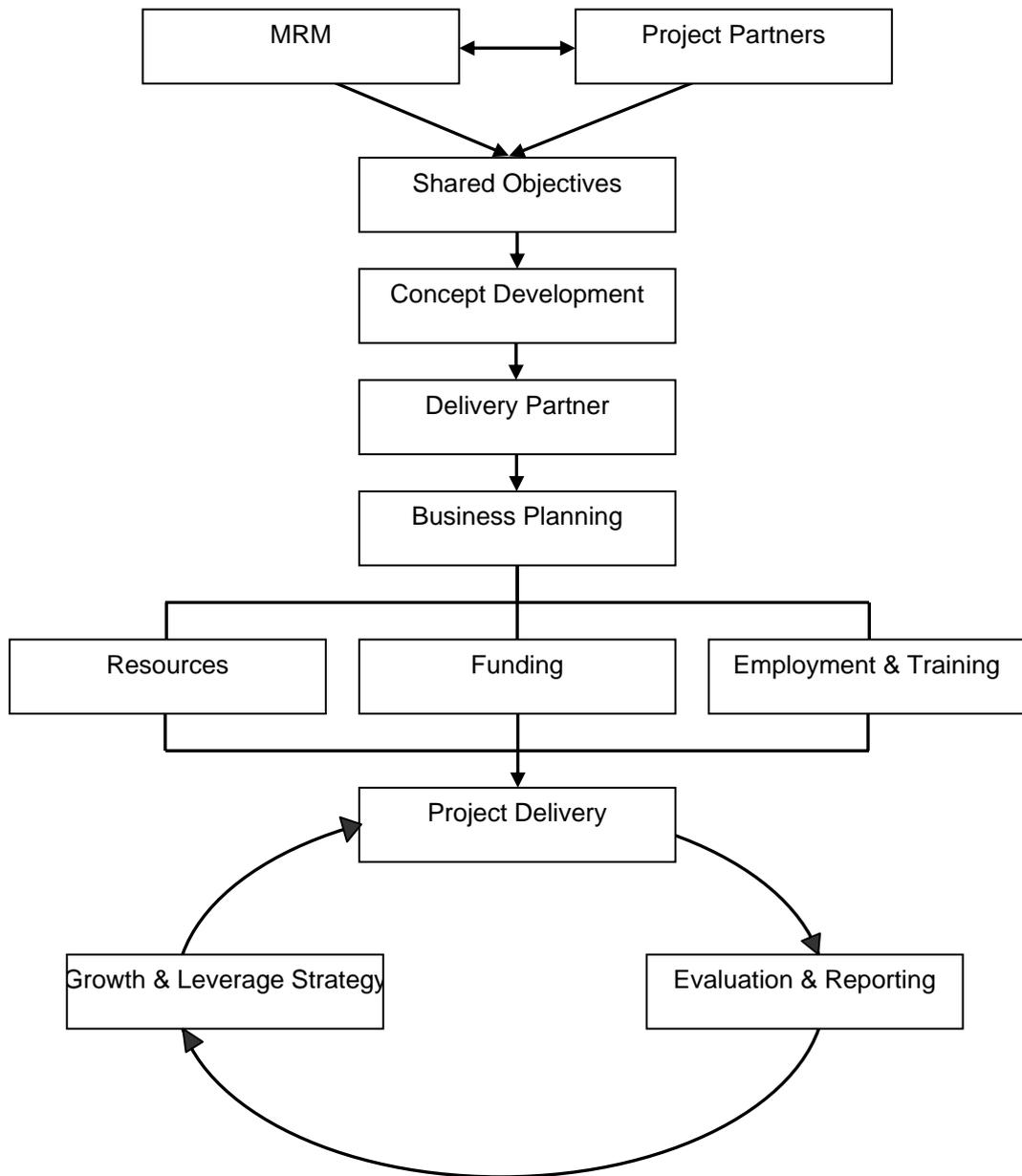


Chart 13.3

### Economic and Social Benefits Delivery Model

This model would be applied to each community development initiative and involves the following stages:

- MRM and Partners – the formation of a core partnership between MRM and a private or public sector project partner to address an identified community need and take responsibility for directing, guiding and/or mentoring the delivery of the concept
- Shared Objectives – definition of the objectives (economic or social) of the program and of the identified community need to which they are related

- Concept Development – this may include research, pilot projects or consultation to refine the proposed approach
- Delivery Partner – identification and engagement of another partner who would take primary responsibility for the day-to-day implementation of the program
- Business Planning – preparation of a commercially oriented business plan which focuses on the development of a sustainable economic or social initiative for the long term benefit of Borroloola
- Resources, Funding and Employment and Training – the first steps in getting the initiative off the ground
- Project Delivery – initial implementation of the concept and delivery of benefits to the community
- Evaluation and Reporting – this would be built into the partnership agreement for the delivery of the project and would include specific targets around employment and training, commercial objectives and social outcomes
- Growth and Leverage Strategy – this would guide the further development of the project to either expand the range of services/activities, broaden its geographic reach, or leverage its results to spin-off other new enterprise developments or benefits.

By way of example, MRM is currently developing a concept for a fresh vegetable farming business in Borroloola. The following table outlines how the delivery methodology would be applied.

**Table 13.10**

**Case Study: Delivery Model Application to a Fresh Vegetable Farm concept**

Stage	Methodology
Partners	MRM has begun investigating the concept of a fresh vegetable farm with the support and advice of the Northern Territory Department of Agriculture.
Shared Objectives	There is a need for fresh vegetable produce to be grown locally for both the Borroloola community and MRM employees. The benefits would be: <ul style="list-style-type: none"> <li>- improved diet leading to community health benefits</li> <li>- enterprise development opportunity for a local person</li> <li>- employment opportunities for local people</li> <li>- for the mine, reduced cost of produce currently imported from Darwin</li> </ul>
Concept Development	MRM has planted a pilot plot to test the success of growing tomatoes, watermelons, zucchini, corn, Chinese green vegetables. This pilot project will be evaluated in December 2006 and will help develop advice for the delivery partner on the necessary infrastructure and techniques required for success.
Delivery Partner	MRM is currently seeking a delivery partner who would take the step of developing a commercially oriented vegetable farm in the region. Initial interest has come from outstation operators but their selection also depends on an assessment of their land quality and water resources.
Business Planning	Once a delivery partner is on board, then support would be sought for business planning. An application for support via either the NT Department of Communities or the Indigenous Business Services branch would be made depending on the delivery partner.
Resources, Funding, Employment and Training	Based on the business plan, MRM, the Concept Partner and the Delivery Partner would work together to generate the required resources, funding, and labour force. This may include liaison with a CDEP provider, specialist training provider and local Northern Territory suppliers for the infrastructure required.

Stage	Methodology
Project Delivery	The delivery partner would be responsible for establishing the operation and implementing the business plan. Ongoing support would be provided by MRM, the Concept Partner and the relevant supporting bodies from the Northern Territory Government to provide mentoring, advice and assistance as required.
Evaluation and Reporting	The delivery partner would be responsible for providing a report on the business operation to MRM and the Concept Partner compared to the business plan. This may include: <ul style="list-style-type: none"> <li>- production and financial statistics</li> <li>- employment and training outcomes</li> <li>- consumer response surveys</li> </ul>
Growth and Leverage Strategy	As the business operation develops and the farming plot expands, then strategies would be developed around servicing wider communities and additional mining operations. For example, Robinson River, Merlin Mine, even Tennant Creek and Katherine may ultimately be supplied by Borroloola vegetables. Aligned with this growth strategy comes a need for additional services and skills including: <ul style="list-style-type: none"> <li>- higher or more specialised education requirements for the workforce</li> <li>- regional sales force</li> <li>- regional transport services</li> <li>- distribution and cold room facilities</li> <li>- retail marketing and packaging support</li> <li>- expanded workforce hierarchy with more management and administrative employees.</li> </ul>

### Package of Initiatives

In consultation with the community, MRM has developed a package of initiatives or concepts which represent the perceived priorities in the region. Some of these fall within the CSI program already negotiated with MAWA and subject to an annual review with the community. Others relate to economic or commercial opportunities which would have a direct or indirect benefit for the community. It is important to recognise the agreed funding for the CSI program has not yet been fully allocated.

The package of initiatives reflects the priorities identified through research with the community and local organisations. It is also recognised that some of the initiatives being subsidised by MRM may need to be financially supported on a long-term basis until the community's capacity is developed to the extent that it can fund these programs independently. This includes the maintenance of the Borroloola Swimming Pool and a subsidy for a permanent GP.

Table 13.11 summarises the economic and social benefits package approved under MRM/MAWA CSI Program Agreement.

**Table 13.11**

**Economic and Social Benefits Package Approved under MRM/MAWA CSI Program Agreement**

<b>Initiative</b>	<b>Description</b>	<b>Benefit</b>
Borroloola Swimming Pool	\$60,000 over three years for the maintenance of the pool to be established through a joint venture arrangement between the Commonwealth Government, Northern Territory Government and MRM and managed by the Borroloola Community Government Council.	Health Lifestyle
Robinson River Sports Facilities	\$70,000 for the re-development of the community sports oval and amenities. The isolated Robinson River community makes a significant contribution to sport in the region through football, softball and cricket but because of its small population (300), has little resources to invest in sports infrastructure.	Health Lifestyle Community development
Night Patrol	\$35,000 for the reinstatement of a Night Patrol service. MRM's contribution is in the form of a vehicle for this proactive policing program. Mabunji Aboriginal Resource Association Inc has received a separate financial Commonwealth grant to support the establishment of the service.	Security
Permanent GP	\$171,000 over three years to subsidise the employment of a permanent GP within Northern Territory Health's Community Health Centre. MRM will underwrite up to 8 hours a week of the GP's time, provide return airfares to Darwin and a financial bonus for the retention of the doctor.	Health
Dialysis Unit Building/Carer	\$165,000 over three years to cover a carer's salary including remote allowance, and fit out a dedicated building. The building has already been allocated for this initiative. What remains now is the dialysis unit to be provided by Northern Territory Health.  This would fulfil a long term commitment by MRM to the community where there is a chronic need for dialysis services. It removes the need for community members to travel to Darwin for treatment.	Health
NT Health X-Ray Unit	\$150,000 for the establishment of an x-ray unit for the Borroloola Clinic including a fixed x-ray unit and up/down table, transport and installation, training for nursing staff, construction and fit-out of a suitable x-ray room.  This is seen as an essential resource for a permanent GP to perform accurate diagnosis and immediate treatment.	Health
Adult Education and Training Centre	Total of \$150,000 for both refurbishing the existing Borroloola Community Education Centre facility to current occupation health and safety standards (centre owned by Northern Territory Department of Employment Education and Training and has been out of operation for several years) and conduct three years worth of training in literacy and learning as well as Structured Training and Employment Programs (STEP).	Education Employment Enterprise development
Nursery	\$50,000 over three years to support the commercial development of the Nursery. Initial funding in year one would support a feasibility study and business plan for the expansion of the nursery.  This includes investigating new product areas such as ornamental plants and endemic species for river rehabilitation programs.	Enterprise development

Initiative	Description	Benefit
Barramundi Hatchery	\$50,000 over three years to support the establishment of this new enterprise. Initial funding in year one would support a feasibility study and business plan for the establishment of a small barramundi hatchery at King Ash Bay. The aim is to support re-stocking of the rivers after annual fishing seasons as well as operate an international market focused barramundi product operation.	Enterprise development
School dormitory	Establishment of two 25-room dormitories to house school-age children to support education commitment	Education Employment

Other CSI initiatives under development are:

- Pastoral training program being coordinated by the Borroloola Community Education Centre (BCEC) and supported by MRM. The objective is to provide youth at risk of leaving the school system and labour force with the opportunity to undertake courses which qualify them for positions in the pastoral industry. Two courses would be offered by the accredited training providers in Katherine: an introductory one-month course providing basic skills and a more advanced; and a more advanced 14-week course in animal care, horsemanship and property maintenance which would enable graduates to seek employment as stockmen or jackaroo. MRM is supporting the initial intake with personal protective equipment. However, the BCEC is seeking funding to support the long term roll-out of this program.
- School dormitory project which would involve the establishment of two 25-room dormitories for students of the BCEC. The aim of this initiative is to provide alternative housing for young people whose attendance at school and study commitment may otherwise be affected by the impact of drugs, alcohol and violence in their home. The purpose would be to provide a positive, supportive, and healthy mentoring environment to enable the children to concentrate on their studies.

In addition to these CSI activities, MRM in discussion with a number of community and government representatives has identified a range of enterprise development opportunities. These would be pursued subject to discussion with community partners including MAWA and Northern Territory Government representatives. Examples of these are given in Table 13.12.

**Table 13.2**  
**Proposed Enterprise Development Opportunities**

Initiative	Description	Potential Partners
Company housing project	MRM is currently investigating demand for the provision of company housing within the Borroloola community. A survey is being conducted to ascertain the level of interest. At this preliminary stage, it is considered there is sufficient demand to support a unit development and up to five family homes. The aim in this initiative is to reduce the costs associated with the fly-in, fly-out operation while also better integrating the workforce within the Borroloola community.	Property developer

Initiative	Description	Potential Partners
	<p>MRM would seek to lease the units and houses on a long term arrangement with the developer and property manager. This type of development is anticipated to have significant local enterprise and employment benefits in terms of:</p> <ul style="list-style-type: none"> <li>- building and construction</li> <li>- property management</li> <li>- housekeeping and laundry services</li> <li>- landscaping services</li> <li>- daily transport services between the mine and Borroloola</li> </ul>	DBERD/IBIS
Fresh Vegetable Farm project	As previously described in the case study, this initiative aims to develop a new local industry in the farming of fresh produce.	Department of Agriculture IBIS Outstation operator
Tourism facilities	<p>There appear to be two opportunities for tourism resort or motel developments within the region.</p> <p>Borroloola is well situated to become part of the Commonwealth Government's 'Savannah Way' tourism project. This would provide a tourist trail between Cairns and the Northern Territory. To support this development, a new motel and associated services could be developed to provide a higher standard of amenity to visitors. MRM would support the motel by directing any business visitors to the mine to stay at this location.</p> <p>MRM is aware of the interest of the people of the Sir Edward Pellew Islands in developing an eco-tourism operation within the Gulf region. The company would be similarly interested in supporting this development. As well as supporting the growing number of tourists being attracted to fishing in the region, such a resort could also be used as an incentive or reward for MRM employees to enjoy some rest and recovery.</p>	DBERD Tourism/hotel operators
Cultural awareness training group	MRM currently implements a cultural awareness training program as part of the induction of new employees on site. This program is however conducted by MRM employees rather than local Aboriginals. Based on a successful program employed by Alcan at Gove, MRM is interested in contracting a local indigenous enterprise to conduct a formal cultural awareness program on a regular basis. This would be offered both at induction and as part of a continual education program for employees around important traditional and cultural milestones and events throughout the year.	IBIS Local Aboriginal leaders or organisation
Integrated Multi-use Community Hub	<p>A new government office development in Borroloola has long been proposed. However, in discussion with the ACC, there appears to be an opportunity to expand the potential development into a community hub focused on youth and community services. This may incorporate:</p> <ul style="list-style-type: none"> <li>- Offices for Northern Territory Government representatives in Borroloola</li> <li>- Relocated MRM offices</li> <li>- Library</li> <li>- Art gallery</li> <li>- Youth centre</li> </ul> <p>This concept is under further development with a view to moving to a business planning stage to test its commercial viability.</p>	ACC Borroloola Community Government Council Northern Territory Departments of Local Government and Community Development

Initiative	Description	Potential Partners
Sand supplies	<p>At present, MRM purchases sand used as a grinding agent in its milling process from Queensland and transports the material by road. The company is interested in investigating any potential alternative or supplementary supplies from within the Northern Territory.</p> <p>Preliminary discussions have been held with the Department of Community Development and an undertaking given to provide samples for a research exercise within the surrounding region to locate potential supplies.</p>	DBERD

### 13.3.7 Economic and Social Benefits

This sub-section discusses both direct and community-based contributions to the sustainable development of the Borroloola community. The strategy presented is based on the best practice approach for community development by the mining industry. It also draws on research conducted within the Australian mining sector and particularly, with Alcan Gove and Argyle Diamonds.

There are some significant differences between MRM and these other mining companies particularly in relation to the size of the mine and revenue generated, proportion of fly-in fly-out workforce, and the native title rights and agreements with the indigenous people of their regions.

However, what is consistent with MRM and these mining companies is a desire to expand and improve upon community engagement and development activities with a view to building stronger communities.

Through the two streams of activity proposed under the MRM Sustainability Strategy as well as the list of current and potential projects already under development, the anticipated community benefits are summarised as follows.

Economic benefits:

- Increased Aboriginal employment among local people
- Higher education attendance and completion rates to develop a work ready, potential employee base within the community
- Increased percentage of local purchasing by the mine
- Expansion of the economic base of the community from its current reliance on mining, pastoral operations and tourism to potentially include new viable local enterprises in the areas of:
  - Agriculture
  - Building and construction
  - Transport
  - Culture and arts
  - Support services (eg, housekeeping, laundry, real estate)
  - Quarrying

Social benefits:

- Improved health outcomes through higher quality and local availability of care and treatment facilities
- Improved quality of life through a safer, healthier community environment
- Increased local population through the company housing project
- Positive education alternatives for youth away from alcohol, drugs and crime
- More alternatives and opportunities for workforce participation
- Broader range of leisure and recreational opportunities
- Maintenance of traditional culture.

Implemented in partnership with the Commonwealth and Northern Territory Governments, local indigenous leaders including organisations such as MAWA, as well as private sector providers, this approach is designed to address shared objectives for the long term sustainability of the community.

## 13.4 Summary of Commitments

This sub-section summarises the undertakings and commitments made by MRM that have been discussed in the previous sub-sections. This has been presented to assist in the readability and comprehension of what is being proposed.

### 13.4.1 Commitments to Community Engagement

MRM has committed to implement a community engagement strategy over the life of the Open Cut Project. Elements of this strategy will include:

- Supporting the Community Reference Group which meets on a bi-monthly basis
- Holding community meetings to discuss relevant issues at quarterly intervals
- Preparing fact sheets on specific topics as necessary
- Distributing a project newsletter at bi-monthly intervals
- Providing opportunities for site visits for community members at quarterly intervals
- Preparing an annual Community Relations Report and a Sustainability Report
- Undertaking monthly interviews on community radio to provide an update on mine operations.
- Maintaining the mine website
- Entering into an agreement with MAWA for an independent review of the annual marine monitoring program
- Inviting participants from the Sir Edward Pellew Islands, King Ash Bay and Borroloola communities to be involved in the marine environmental monitoring program

- 
- Undertaking a biennial evaluation of the effectiveness of the engagement strategy
  - Administering the engagement strategy through the three-person MRM Community Relations Team.

### 13.4.2 Commitments to Socio-Economic Development

MRM has committed to building the socio-economic capability of the Borroloola region with the objective of ensuring that the communities will be sustainable following mine closure. Elements of this strategy will include:

- Setting a target of 20% of the operational workforce of 270 for Aboriginal representation
- Supporting all employees through individually-tailored training and career development programs
- Entering into a Shared Responsibility Agreement with the Australian Army for the training of 15 community members in building skills and guaranteeing employment for at least 5 of the trainees at the end of the program
- Implementing an education-based development program which incorporates a:
  - Work experience program
  - School based apprenticeship program
  - Tertiary scholarship program
- Implementing an employment-based development program which incorporates a:
  - Traineeship program
  - Apprenticeship program
  - Personal development program
  - Workplace English language and literacy program
- Entering into an agreement with MAWA for the delivery of a Corporate Social Involvement Program which includes a commitment of \$1.6 million over three years and a further \$5 million over up to eight years. Program initiatives include the following:
  - Borroloola night patrol
  - Employment of a permanent general practitioner
  - Dialysis unit and supporting carer
  - Northern Territory Health x-ray unit
  - Adult education and training centre refurbishment and program development
  - Nursery – development as an indigenous business enterprise generating job opportunities
  - Robinson River sports facilities
  - Barramundi hatchery establishment
  - School dormitory

- Borroloola swimming pool maintenance
- Pastoral training program
- Discussing with community and government representatives opportunities for further initiatives including the following:
  - Company housing project
  - Fresh vegetable farm project
  - Tourism facilities
  - Cultural awareness training group
  - Integrated multi-use community husband supplies.