

fracking inquiry

From: Mark Sullivan [REDACTED]
Sent: Tuesday, 20 February 2018 3:26 PM
To: fracking inquiry
Subject: Requested Docs
Attachments: MS-Contracting_TRAINING_Lowres.pdf; MSC Company Profile.pdf;
PilotPreEmploymentProgram_v3C-M_final.pdf

To whom it may concern

Please find attached Documents as requested by Justice Pepper at the Ngukurr public forum on the 16/2.

Thanks

Mark Sullivan
Managing Director
MS CONTRACTING

Office: (08) 89 889 685 | Mobile [REDACTED] | Fax: (08) 89 883 567 | email: [REDACTED]
Po Box 1280 COOLALINGA NT 0839

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MS CONTRACTING

/ SERVICE PROVIDERS TO MAJOR RESOURCE EXPLORERS AND DEVELOPERS

DIVISIONS OF MS CONTRACTING

FIELD SERVICES | CIVIL CONSTRUCTION | HELICOPTER SERVICES
PLANT & EQUIPMENT HIRE | REMOTE CAMPS | TRAINING



MS CONTRACTING

INNOVATION | OPPORTUNITY | COMMITMENT



/ MISSION STATEMENT

MS Contracting's strategic vision is to be Northern Australia's leading civil contractor and construction specialist partner of choice.

We have demonstrated excellence in this by maintaining a competitive position across multiple industries whilst remaining compliant with Australian industry standards.

We provide a collaborative partnership service which covers a diverse range of capabilities from concept design through to commissioning, including all stakeholder interfaces.

Utilising our local knowledge, commitment and operational flexibility, our success will be measured by our capacity to deliver projects on time and on budget for a wide range of industries including major resource explorers and developers.





/ FIELD SERVICES

- › **Access to government departments and ministers**
- › **Negotiations with Aboriginal Land Councils & Traditional Owners**
- › **Native Title issues**
- › **Sacred site & heritage**
- › **Negotiations with pastoral property owners**
- › **Land Access Agreements – both Aboriginal & pastoral properties**
- › **Project management**

Unlike the rest of Australia, the Northern Territory has a complex Aboriginal Land Rights Act, Aboriginal Inalienable Freehold Title as well as the Native Title Act.

Pastoral Cattle Stations are held under perpetual lease under the Pastoral Lands Act with smaller holdings and Aboriginal stations being freehold title. Cattle stations vary in size from a few thousand hectares to millions of hectares and ranging from private or family ownership to corporate, Aboriginal Freehold and overseas ownership.

The climate of the Northern Territory ranges from desert in the south to savannah and open plains to the tropical north with rainfall ranging from 250mm

in the south to 2,000mm in the north per year. There are limited all weather roads and one railway runs from Adelaide to Darwin.

In essence, the Northern Territory is a very large (1,349,129 sq. km) with a small population of only 233,300 people, (density .17/sq. km) with an extremely complex land tenure system and an Aboriginal Lands Rights Act found nowhere else in Australia.

As the exploration for minerals, oil and gas increases throughout the Northern Territory there is an increasing demand for a variety of specialist services that can only be provided by people with the experience and knowledge of all the requirements of a project.



Currently, exploration companies are engaging different service companies and/or consultants to provide mostly singular services, resulting in increased costs and inefficiencies and the resultant confusion where there is a crossover of responsibilities.

Many of the consultants and/or service companies are either from interstate or from a city background with little or no knowledge of working in remote areas and usually have little or no knowledge of NT legislation and local government regulations.

MS Contracting and its' Directors have a long history in working in remote areas both in the pastoral industry and as a civil construction contractor, constructing access roads, well pads, and rehabilitation and has assembled a team of people with wide experience in the

Northern Territory in the mining, oil & gas, exploration and pastoral industries. This team also has specialized knowledge in Aboriginal Land Rights, Native Title, Northern Territory legislation and local government regulations so as to provide a one-stop-shop approach for exploration companies.

With their extensive local knowledge and experience, MS Contracting offers exploration companies a one-stop-shop option that is more cost efficient and delivers all of the solutions to the many varied and complex activities involved in organising and conducting mineral exploration in the Northern Territory.



/ CIVIL CONSTRUCTION

MS Contracting's civil operations is based at Flying Fox Station in the Roper River District of the Northern Territory, 100km east of Mataranka, accessible by the all-weather bitumen Roper Highway.

Being based in a remote area MSC fully understands the difficulties associated with undertaking major projects in remote areas lacking mainstream communications, good roads and immediate access to goods & services. Our many years of experience in the bush coupled with our operational flexibility and capacity to find innovative solutions allows us to quickly adjust to adverse circumstances and find solutions to problems that would otherwise cause costly delays to a project.

Much of the mining, oil & gas exploration and production is located closer to Flying Fox Station than to Darwin thus reducing mobilization costs.

By utilizing the services of qualified, professional engineers, designers and surveyors and incorporating the latest LIDAR, GPS & GIS technology, MSC can manage a project from inception to completion and commissioning.

With a wide range of machinery & equipment and qualified, experienced operators MS Contracting has demonstrated their capability by achieving on time, on budget completions of several large projects in the past few years. Examples are below.



2012 – Australian Ilmenite Resources

Construction of "Wet" Plant to process Ilmenite sands.



2012 – Australian Ilmenite Resources

Construct 8km of formed and capped gravel road from Roper Highway to the Roper River pump station including installation of 2 culverts and pump station.



RECENTLY COMPLETED PROJECTS

2012

Australian Ilmenite Resources

Construction of 14,440sq metre workshop pad & 40,000sq metre laydown pad, compacted to 95%.

Construct 8 km of Mine Haul road from the Roper Highway to the Wet Plant.

2013

Construction of a “Wet Plant” in the Roper River Locality in the Northern Territory

Pangaea Resources

Construction & rehabilitation of 300km of seismic line in the Victoria River District of the Northern Territory.

2014

Statoil Theta BV

Construction of 5 Drill pads, flare pits, turkey nests & construction of 140km of access roads across 50,000 sq km in Central Australia.

Pangaea Resources

Construction & rehabilitation of 4 drill pads, flare pits, turkey nests & 140 km of access roads in the Hidden Valley, Tarlee & Manbulloo localities.

DDH1 Drillers

Hire of a fully catered 32 man camp at Pangaea sites in the NT & Buru Energy Sites in WA

2015

Pangaea Resources

Construction & rehabilitation of 4 Drill pads, flare pits, turkey nests & 35km of access roads in the Tarlee locality on the NT.

Construction of a 40,000 sq metre laydown pad.

Hire of a fully catered 72 man camp during fracing & testing operations.

DDH1 Drillers

Hire of a fully catered 32 man camp at Pangaea sites in the NT & Buru Energy Sites in WA.

Fugro AG

Hire of a fully catered 46 man camp in the Kimberley WA.



/ HELICOPTER SERVICES

Based at Flying Fox Station, MSC & Remote Helicopters Australia has a fleet of helicopters with experienced Pilots available for a variety of aerial work.



R66



R44



AS350

- › Exploration surveys
- › Crew transfer
- › Sampling
- › Heli-rig operations
- › Lifting & slinging operations
- › A range of piston and jet helicopters are available

Remote camps can be supplied with a helicopter as a safety measure to perform medevac or search & rescue if required. Helicopter crew transfer from camp to the drilling or work site saves many man hours of driving to and from the sites thus ensuring more productive time by crews and minimises environmental

damage from constant vehicle movements over fragile soil types. Flying fitters and parts to broken down equipment saves time & money. Typically a 15 minute transfer each way in a helicopter would save up to 2 hours driving. Where MSC is the lead contractor on a remote job site, a helicopter is always on site as part of the normal operations.

Remote camps can be supplied with a helicopter as a safety measure to perform medevac or search & rescue if required.



/ PLANT & EQUIPMENT HIRE

MS Contracting has a diverse range of equipment available for either wet or dry hire. We have machines available in a number of locations throughout northern Australia. MSC also has the transport capability for all mobilisation & de-mobilisation.

Plant & Equipment available includes:

- Cat D10T Dozers
- Cat D10R Dozers
- Cat 9R dozers
- Cat D6 Swamp Dozers
- Cat D7T Dozers
- Cat 16H Graders
- Cat 14H Graders
- Cat 140H Graders with Lasers
- Cat 740 Artic Trucks
- B 1 Serial numbers
- Cat 740 Water Trucks
with Kleine Tanks
- Volvo Artic 40 tonne Trucks
- Side Tippers
- Various size Front End Loaders
with Load Rite & Printers
- Cat 627G Scrapers
- Cat 623G Scrapers
- Cat 825G Compactors
- Cat 825F Compactors
- PC 1250 Excavators
- Komatsu 45 tonne Excavators
- Hitachi 35 tonne Excavators
- Hitachi 25 tonne Excavators
- Hitachi 13.5 tonne Excavators
with hammer & auger
- Cat 663 Pad Foot & Smooth rollers
- 2013 Kenworth Water Truck
with 18,000 litre Tank
- Various Manitou Handlers
- Atlas Remote Controlled Drill Rigs
- Atlas 400cfm Compressors
- Tamrock Minimatic Jumbos
- Jacon Spray Rigs & Concrete
Pumps
- Fleet of Service Units
- Hino 4 x 4 Service Truck
with Hi-Ab Crane
- Grouting Equipment
- Mobile Workshops
- Concrete Batching Plants
- Agitator Trucks
- Mack Rigid Body Truck
- Mack Semi & 2 x Side Tipper
Combos
- Kenworth Service Trucks
- Hyundai IT Loaders



/ REMOTE CAMPS

MS Contracting supplies Accommodation camps ranging from large site camps which can be supplied fully staffed and serviced or camp only to smaller fully mobile camps mounted on trailers.

Camp layout design can be constructed in any configuration to suit the terrain, usage requirements and/or environmental footprint. MSC Camps are provided as a complete turnkey operation with all construction designed in a "plug & Play" configuration. All camp buildings come complete with mandatory A/C, DB Boards, and smoke alarms and fire extinguishers.

In 2012 MSC supplied 120 man camps, catering and camp management for the Western Desert Haul Road Project in the Gulf of Carpentaria, NT.

In 2015 a 72 man fully catered camp was supplied to Pangaea Resources in the Tarlee locality.

Examples of construction layouts;

- › Ground level construction
- › Multi-storey construction
- › Floating pontoon construction
- › Terraced construction

We provide the following:

- › Kitchens
 - All cooking & catering equipment
- › Dining rooms
 - Tables, chairs, breakfast bars, bain maries, TV
- › Coolrooms, freezers, dry stores.
- › Ablutions/laundries
 - Washing machines
 - Dryers
 - Linen storage

Camp buildings are constructed from approved contained modules making them very robust in structure thus giving them the capability to be mobilized over the roughest terrain without causing interior damage thereby eliminating onsite repairs and costly downtime.

Sewerage treatment plants Environmentally approved.





Typical Kitchen Set-up of MSC Camps



Typical Bedroom Set-up of MSC Camps



Dining Room of MSC Camps



Cool Room, Freezer,
Dry Store



12m Containerized
Dinning Room Unit
Includes: All tables and
benches, breakfast bars
cutlery and Bain Marie.



12m Skid Mounted Sewage
Treatment Plant



12m Skid
Mounted Water
Storage Units
Includes all
plumbing etc.



/ TRAINING CENTRE **FLYING FOX HOMESTEAD**

SPECIALISING IN CULTURAL, LOCAL CONTENT AND INDUSTRY SPECIFIC TRAINING

Northern Australia generally and the Northern Territory in particular, are experiencing a large increase in exploration & mining activity.

Across Northern Australia there are large numbers of untrained, unemployed people. Despite governments spending millions of dollars on “training” most of the local Aboriginal people do not have the skills or experience to find meaningful employment on mines in their own country. In most cases the quality of training being offered in remote areas can, at best, be described as inadequate and inappropriate to equip people with the necessary skills to actually get a real job.

Skill shortages in the Northern Territory are chronic but the large pool of unskilled, unemployed local people is being ignored.

In association with a Registered Training Organisation MSC is establishing the “The Flying Fox Station - Centre of Excellence” where unemployed people from all over Northern Australia can experience a live- in, real life training situation.

There are 32 ensuite rooms, kitchen, dining rooms, workshops, equipment and machinery with training up Certificate 111 in Civil Construction available. Trainers are all practical, experienced operators.

During their stay at Flying Fox the Trainees experience the same conditions as they would on a remote site, thereby giving them not only the skills required but actual real life work experience. Live-in training in Pastoral Industry Studies can also be arranged.



/ The members of the team whose details are listed below form the cornerstone of the operation

MARK SULLIVAN

Managing Director, MS Contracting & Owner of Flying Fox Station in the Roper River Region, Northern Territory.

- › Mark was born in the Northern Territory.
- › Worked extensively in the pastoral industry throughout Australia.
- › Completed a helicopter licence in 1995 and has flown extensively through out Northern Australia clocking up in excess of 15000hrs.
- › He established MS Stock Contracting Pty Ltd in 2002 as a contract mustering operation processing over 120 000 head per year.
- › Purchased Flying Fox Station in 2003.
- › Established MS Contracting in 2009 as a remote civil contracting service providing services to explorers and developers.
- › Mark has merged his skills between a pastoralist and civil construction to form a unique model that compliments the resource sector in Northern Australia. By combining these skills he has created a one stop shop operation that minimizes the clients administration, overheads and improves productivity within their operations.





/ The members of the team whose details are listed below form the cornerstone of the operation

BILL SULLIVAN

Manager, Business & Finance, MS Contracting

Finance, Contracts Administration, Tenders, HSE, Contractor Accreditation (CAL)

Qualifications

- › Diploma, Frontline Business Management
- › Advanced Diploma, Arboriculture
- › Advanced Diploma, Horticulture

Business History 1998 - 2013

Director - Sully Pty Ltd - Current

T/A The Stump Man NT Pty Ltd - Arboricultural Services Company

T/A Top End Land Management - Pastoral Industry Management Consultants

Director - Galahad NT Pty Ltd - Current

Industry member, NT WorkSafe & Safework Aust Expert Panel, Arboricultural Industry OH&S Code of Practice under the Work Health & Safety (National Uniform Legislation) Act 2012.

Prior to 1998

Operations Manager - Top End Group Training – Develop & manage the first NT Pastoral Industry Traineeship.

Pastoral Industry Consultant:

Consultant to NT Government on National BTEC Program. Pastoral industry liaison, Destocking co-ordinator, senior livestock valuer.

Industry Member, National & NT BTEC Committees – 4 yrs

Chair – NT Cattle & Buffalo Research Development Committee – 3 years

President – NT Buffalo Industry Council – 6 years

Manager Douglas Station, NT.

Manager Christmas Creek Station – Kimberley, WA

Manager Legune Station, NT.

Bill has a wide range of contacts through the pastoral industry and at both departmental and political level in the Northern Territory and local governments.



/ The members of the team whose details are listed below form the cornerstone of the operation

DAVID ARMSTRONG

David is the Managing Director of Terrobos Consulting & has over 25 years' experience in rural and remote Australia, in pastoral management, earthworks, infrastructure development and construction, and aboriginal engagement.

Terrobos Consulting is a Darwin based consultancy business established in 2011 and specializes in providing a comprehensive range of services in the areas of oil & gas exploration, mining & pastoral industries and aboriginal economic development.

Prior to establishing Terrabos David worked for 5 years at the Northern Land Council (NLC) in Rangeland Management. In this position David negotiated long term lease agreements on aboriginal land under Northern Territory Aboriginal Land Rights Act 1976, between Traditional Owners the NLC, Territory Government and third party proponents. As a result David has a unique understanding of the legislative requirements to operate pastoral, mining or exploration activities on aboriginal land.

David has an Advanced Diploma in Rural Business Management and a Cert IV in Training and Assessment. He has an intimate knowledge of the NT Aboriginal Land Right Act and the Native Title Act plus the Pastoral Lands Act NT.

David has unique interpersonal and cross cultural communication and negotiation skills, honed by complex negotiations between traditional aboriginal owners, the NLC, commercial proponents,

government agencies and funding bodies. This coupled with extensive remote pastoral management and earthworks give Terrabos, under David's leadership, the unique ability to offer specialised services across many different areas, including pastoral, mining and oil and gas exploration.

Exploration Field Services

Negotiation of access agreements to pastoral leases for exploration and mining

Negotiation of access agreements and long-term leases to aboriginal land under the NT land rights act 1976 and Native title act.

Community liaison and engagement including liaising with pastoralists and their representative bodies, and government agencies.

Cultural heritage Management including liaising with aboriginal communities and their representative land councils.

Remote logistics coordination.



/ The members of the team whose details are listed below form the cornerstone of the operation

KEN GARDNER

Arafura Property and Project Consulting.

Qualifications:

- › Diploma in Civil Engineering
- › Diploma in Communications and the Media

Experience:

- › Data Contracts Officer
NTG 2001 – 2004
- › OIC Urban Enhancement Program
NTG 2005 – 2007
 - Land release program
 - Minor new works, repairs & maintenance
 - Land development
 - Headworks
 - Major capital works
- › Member of the Major Projects Group
NTG 2008 – 2013
 - Development of the City of Weddell
 - East Arm Wharf Expansion Project
 - Development of the Arid Zone Research Institute
 - Initial Headworks for the suburbs of Bellamack, Johnston & Zuccoli
 - Investigations into the development of Berrimah Farm

- Investigation and development in remote regions including Timber Creek, Ti Tree and Pine Creek
- Peko road development in Tennant Creek
- Katherine East Development

In private practice Ken has worked on many major projects for both the private sector and government. Projects include.

- › Investigation and concept development for the Onshore Marine Logistics Base at East Arm, Darwin, NT
- › Onshore logistics base in the Kimberley, including a 3,500 metre runway, accommodation and long range Helicopter base.
- › Construction Project Management (first stage) of Lee Point Road Duplication
- › Construction Project Management Maluka Views subdivision headworks including the Rydges Palmerston Hotel
- › Project management of flood mitigation strategies for the NTG
- › Project management for densification strategies for the Darwin suburbs
- › Review and assessment of the Wadeye airport housing development





MS CONTRACTING

MS Stock Contracting Pty Ltd

T/a MS Contracting. ABN: 63 098 710 715

Head Office:

17 Vereker Street Humpty Doo
Northern Territory, Australia

Office: +61 8 8988 9685

E: admin@mscontracting.com.au

Mark Sullivan:

M: +61 407 825 966

E: mark@mscontracting.com.au

Bill Sullivan:

M: +61 407 188 659

E: bill@mscontracting.com.au



Accredited Civil Contractors to:
Pangaea Resources Pty Ltd
McArthur River Mine
Liang O'Rourke



TRAINING

FLYING FOX STATION CENTRE OF EXCELLENCE



/ innovation / opportunity / commitment



/ mission statement

To provide the highest level of practical, industry relevant training for our students and corporate clients, coupled with our belief that quality training is too valuable not to be affordable.

We distinguish ourselves from other training providers by ensuring that all successful training course graduates have real jobs on completion of their training.



Civil Earthworks Training Site



Cattle Yards



Hospitality Training



Cattle Mustering



/ Training

An urgent need for real training

- › Northern Australia is experiencing a large increase in exploration and mining activity.
- › This activity requires trained, capable people accustomed to living in remote areas.
- › Much of this activity is taking place on Aboriginal land.
- › There is a constant demand for well trained machinery and equipment operators.
- › FIFO camps require cooks, cleaners, general maintenance.
- › Drilling companies require drillers assistants and roustabouts.
- › Exploration companies require field assistants and labourers.
- › All across northern Australia there are large numbers of untrained, unemployed people living in remote towns and communities.
- › Despite governments spending millions of dollars on “training” most of the local Aboriginal people do not have the skills or experience to find meaningful employment in their own country.





Most conventional training is a waste of time and resources as it does not reflect the actual job conditions.

- › It must be recognised that many people from remote communities may be second (or third) generation unemployed.
- › They do not necessarily understand the reality of reporting for work on time for a 6am start for a 12 hour shift.
- › They have never worked on a 3 weeks on, 1 week off, fly-in, fly-out situation.
- › They have no experience operating a machine or equipment in a real work situation.
- › They have never experienced the reality of radio & co-ordination procedures of multiple machines on a job site.
- › They do not understand production deadlines.
- › They do not fully understand WHS requirements.
- › They do not fully understand the importance of pre-start procedures or how to participate in tool box & safety meetings.
- › They have never lived and worked in a remote, catered camp situation where there are strict rules covering both work and leisure activities.

But, after a short 'training' course they are expected to get a job where all of the above are essential requirements.

***/ GOOD TRAINING MAY BE COSTLY BUT
BAD TRAINING COSTS MORE!***





/ Solution

There is a better way... a remote live-in training facility that can supply:

- › Fully catered, 32 ensuite rooms.
- › Qualified trainers from a Registered Training Organisation.
- › Trainers are all practical, experienced operators with many years of industry experience.
- › Nationally recognised Certificate II & Certificate III qualifications.
- › Training rooms, workshops, facilities.
- › Machinery - water trucks, graders, loaders, rollers, bulldozers, excavators, skid steer, body trucks, prime movers & side tippers.
- › 900 sq kilometres of land to practice on.
- › The training program is organised the same as a real remote work site.
- › Training kitchens for hospitality training.
- › A working cattle station for pastoral training with experienced industry trainers.
- › Aboriginal mentors on site during all training programs.
- › All relevant WHS procedures including complete inductions.
- › Real tool box and safety meetings.
- › During their initial training at Flying Fox Centre of Excellence the trainees will experience the same conditions as they would on a remote fly-in, fly-out site, thereby giving them not only the skills required but real life work experience.
- › Flying Fox Centre of Excellence is 115km from Mataranka on the Roper Highway.

Potential trainees must commit to the following:

- › Live-in for the time required to obtain the relevant qualifications with 3 weeks on - 1 week off rosters.
- › 12 hour shifts.
- › Scheduled meal times.
- › Tool Box and safety meetings.
- › Documented pre-start procedures on all machines and equipment.
- › All OH&S requirements.
- › Random drug and alcohol testing.
- › Personal hygiene requirements.
- › Actual work experience operating various machinery and equipment.
- › Training up to Certificate II and Certificate III.

As part of our commitment to innovation and to provide opportunity for our clients, MS Contracting is forming a number of Joint Venture companies with several Aboriginal organisations. These JV companies will provide contract opportunities in civil earthworks and other services to exploration and mining companies and will train and employ local Aboriginal people as the majority of employees on these contracts.

Within 5 years it is expected that these JV companies will be managed and staffed by the Aboriginal partners who will then have the opportunity to purchase MS Contracting shares in the JV company thus creating a wholly owned and managed Aboriginal entity.

Flying Fox Centre of Excellence is available to provide training for private clients and/or RTOs on the condition of a real job with real wages being available when training is completed.

Flying Fox Station is located 115km east of Mataranka in the Northern Territory and is serviced by the all weather Roper Highway.

Courses offered:

- › Civil construction (plant operation)
- › Hospitality
- › Pastoral

Other courses can be arranged to suit individual clients requirements.



TRAINING

Flying Fox Station

Roper Highway

Office: (08) 8977 4222

F: (08) 89 77 4251

E: msstockoffice@skymesh.com.au

Mark Sullivan:

M: 0407 825 966

E: msstock@skymesh.com.au

Bill Sullivan:

M: 0407 188 659

E: sullyptyltd@bigpond.com



Indigenous Employment Training Pilot Program



Program Synopsis & Review
September 2015



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Written & compiled by Damian Wall of Red-Gum Environmental Consulting Pty Ltd

Reference:

Wall, D.J., 2015, *Pilot Indigenous Employment Training Pilot Program: Program Synopsis & Review, September 2015*. Pangaea (NT) Pty Ltd, Sydney, NSW 2000.

Enquiries about this report can be directed to:

**The Executive Director
Pangaea Resources**

Level 50, 1 Farrer Place, Governor Phillip Tower
Sydney NSW 2000 Australia

Phone: +61 (0)2 9017 9600

Fax: +61 (0)2 9017 9699

Email: sarah.jordan@pangaea.net.au

Front cover art "Biddy Country", 2013, screen print by Jimmy Wavehill. Jimmy is a Senior Elder overseeing the implementation of the program described herein. The symbols in this print are those used as body painting on the torso during ceremony. The design tells the story of how the white cockatoo (pankara) follows the kangaroo (wampana) and, whenever the kangaroo stops to rest at the waterhole, the cockatoo wakes him and warns him to keep moving as he is being followed by Tjanpa, a tall spirit man with two spears.

Indigenous Employment Training Pilot Program

Program Synopsis & Review
September 2015

Executive Summary

Pangaea (NT) Pty Ltd (“Pangaea”) has been exploring for oil and gas, south of Katherine in the Northern Territory’s Sturt Plateau since 2012.

Success depends on the resources and then having the capability to access them in a way that has ‘nil-impact’ on the natural and cultural environment. Our aim is to use the economic development of the resources to bring training and employment to remote areas of the Territory and so create opportunities and higher living standards for local Aboriginal people who are uniquely capable of the cultural and environmental management of land within the Pangaea tenements. Pangaea, working through our service delivery partners, believes that the local people can contribute to, and benefit from, participation in the Territory’s new growth industry.

All our local operations are conducted under a Co-Existence & Exploration Deed (“the Deed”) agreed with the Northern Land Council (“NLC”) on behalf of the Native Title Holders. Pangaea considers vital the collaborative participation of the NLC and we take great pride in the partnership approach we have developed. Pangaea would especially like to acknowledge the NLC for its assistance in delivering the Indigenous Employment Training Pilot Program (“the Program”) during 2015.

The knowledge provided by the NLC over the last 3 years has been invaluable.

Likewise our success would not have been possible without the involvement of local business & industry, particularly Mark Sullivan Contracting Pty Ltd (MSC). MSC is to be congratulated for its professionalism and commitment to delivering employment and training outcomes at the training facility - *Flying Fox Centre of Excellence*.

A vital part of making the training and employment sustainable is that the Program design provides an appropriate level of support to participants after transition from training to employment, or from training to higher education. This additional level of support has proved to be a critical element for ensuring *meaningful employment* beyond initial training outcomes.

Pangaea sees this year’s program as the first step towards providing long-term employment to many younger First Australians who want to continue to care-for-country in our Territory exploration tenements – especially on the Sturt Plateau. As a company, we acknowledge the importance of land as ‘mother’ and wish to ensure that younger generations of the country also understand our commitment to ‘walk together’ and ‘walk lightly’ into the future.

Pangaea is grateful for the support provided by Elders and spokespersons from the *Liwaja, Wubalawun* and *Jalalabayin* peoples. We thank them for their continuing guidance and acknowledge that it is only through our partnership and the training and employment of local people, that we can all share the benefits of the Territory’s economic development.

Tim Radburn
Pangaea (NT) Pty Ltd

A Cooperative Partnership

The Northern Land Council has worked closely with Territory employment service providers and industry groups to provide a clear pathway to employment in the resources/civil industry. The Indigenous Employment Training Pilot Program, sponsored by Pangaea (NT) has provided an effective training and employment program built around 'hands-on' training and life-skills support to create a model program.

We believe the program's success will be found in long-term employment that is possible because of the close partnership that has been created between private enterprises, the resources industry and traditional Aboriginal owners of the areas where they operate.

In the case of Pangaea, a close partnership between the company, local contractors and the NLC enabled the development of a program to identify and train a group of cadets with the special cultural knowledge and support of the traditional owners of the land. The program has been designed to ensure that young people have the opportunity to work 'on their country' while having the support network of family during placement.

In early 2015, the NLC helped Pangaea begin a round of consultation with senior Elders and spokespersons from each of the three family groups (*Liwaja*, *Wubalawun* and *Jalalabayin* people) on whose country its 2015 exploration campaign was being conducted. The meetings introduced the Program opportunity, but most importantly, engaged with 'Mentors' from each family group who could assist in selecting the most appropriate candidates from their extended families to take advantage of the training and employment opportunity.

The model of linking 'country to candidates' is essential for success. The over-riding sense of responsibility for country - and each other - in a family group was critical to ensuring completion rates and enthusiasm. In the future it also means that the land has been respected and its value preserved for future traditional owners.

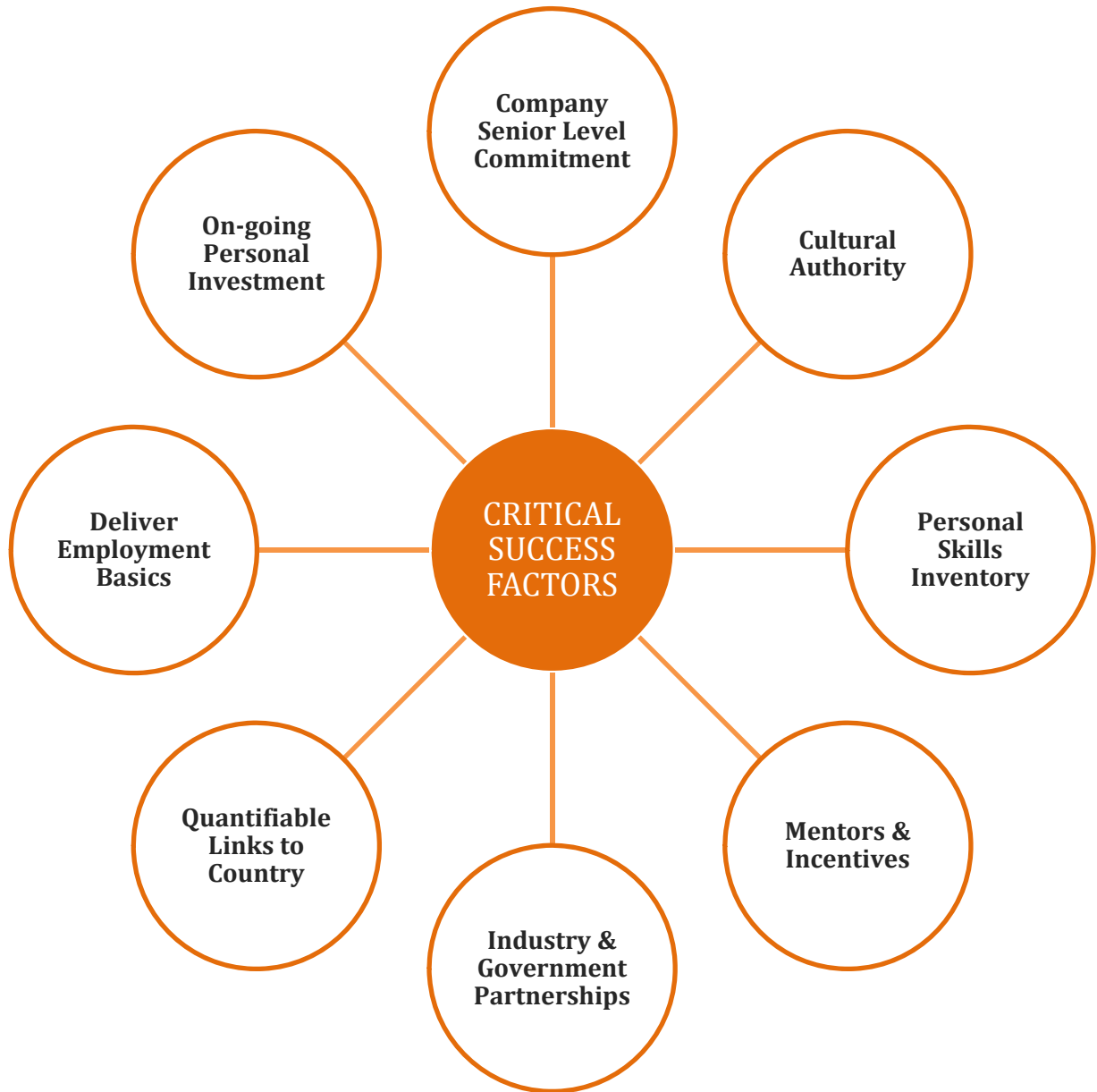
The NLC's aim is to promote employment opportunities for traditional owners and training is a vital first step. But there also needs to be job opportunities. The Pangaea drilling project, and others like it, are creating jobs which are needed to ensure that these training opportunities lead to the social, cultural and economic benefits that we need for our communities.

With the slow-down in other mining projects the NLC's Jobs and Careers Service (JACS) has faced difficulties promoting local employment opportunities. The Pangaea Project has been a great boost and potentially holds great opportunity for traditional Aboriginal owners to employ their knowledge in managing their own country in the future.

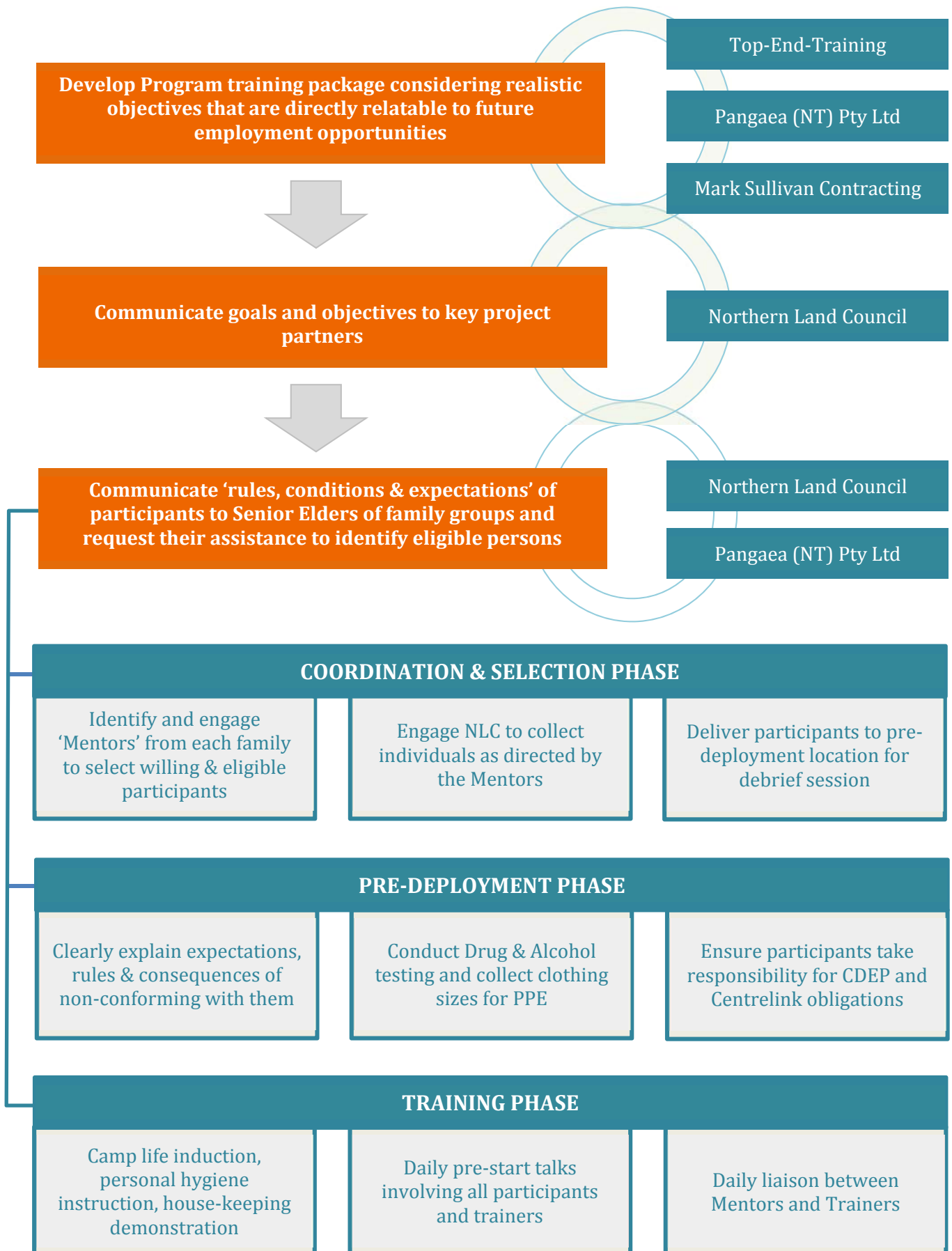
Leanne Liddle

Northern Land Council

CRITICAL SUCCESS FACTORS



PROGRAM DESIGN & IMPLEMENTATION



Introduction

Pangaea developed and delivered a program of industry-specific training targeted to the local Traditional Owners. It aimed to provide participants with the minimum entry-level skills to for employment within the Pangaea tenements beyond 2015.

The Program included 'soft skills' associated with confidence building and self-esteem, communication and workplace discipline which are helpful for their personal development and employment whatever their future vocation.

This report:

1. Presents the results of Pangaea's Indigenous Employment Training Pilot Program
2. Describes the adopted principles that guided the program
3. Describes the program delivery
4. Highlights a pathway for future improvement; and
5. Reports on program experiences.

1. Results of the Indigenous Employment Training Pilot Program

Mark Sullivan Contracting Pty Ltd (MSC) in close partnership with Top End Training have delivered on-site and on-the-job, industry specific training to twelve participants via two separate fifteen-day placements at Flying Fox Station located within Pangaea exploration tenements.

At completion, all twelve participants achieved a *Certificate 1 in Resources & Infrastructure Operations*. Additionally, the participants all received credentials in related work place competencies:

- 12 participants achieved competency tickets for *Operate Roller & Compactor*,
- 12 participants achieved competency tickets for *Conduct Tractor Operations*,
- 12 participants achieved competency tickets for *Conduct Civil Operations Skid Steer/Loaded Operations*,
- 12 participants achieved competency tickets for *Conduct Operations with Integrated Tool Carrier*; and
- 12 participants achieved competency tickets for *Operate a 4 Wheel drive vehicle*.

Further, the Program has successfully delivered necessary *preconditions* for achieving employment, including:

- Work readiness support by providing 100+ hours driver time that can be used by participants to obtain their Drivers License 'Learner' permits and delivery of HLTAID002 Provide Basic Emergency First Aid,
- Participant mentoring that has extended beyond short-term goals to a 'career focus' that considers life goals and future aspirations.
- Development of a work ready attitude, consideration of realistic target setting and self-evaluation.

Following individual assessment throughout the Program, MSC have offered five participants placements in *Training Cadetships* to continue development of the basic skills obtained through the program. The cadetships will focus on developing civil and mechanical skill sets that are directly required to support the infrastructure and other projects currently

being developed in the Territory, by Pangaea and others in the years ahead.

2. Adopted program design principles

- Deliver training that is 'job related' and culturally appropriate.
- Collaboration with Indigenous Elders & Mentors who have 'cultural authority'.
- Identify and address personal barriers and learning difficulties.
- Motivate participants and encourage decisions that enhance their individual employability.
- Clear communication of program goals to partners and participants.
- Provide post program support to encourage the participant to take personal responsibility for their future.

Job related & culturally appropriate training

Pangaea and local contractor MSC have developed a strong corporate partnership. From this base a range of new, industry-focused collaborations between a range of NT service providers, employers and trainers will be created. With the involvement of the NLC, Pangaea have fostered an environment based on *mutual assistance and respect* which has been critical to broadening the reach of the program, while maintaining interest and support amongst our Traditional Owner partners.

The program has been based on developing civil construction skills – readying the participants to take advantage of work opportunities that Pangaea foresees (on their country) as we move forward in the NT.

Collaboration with Indigenous Elders and Mentors who have 'cultural authority'

Our relationship with Traditional Owners from *Liwaja, Wubalawun* and *Jalalabayin* family groups is strong and critical to our continued success in the NT.

Program design included a process of communicating our goals and program requirements to Senior Elders before the program was offered to participants. With their help and guidance, Pangaea was able to:

- Identify 'Mentors' from each family group that would be able to actively recruit participants that are most likely to make the most of their opportunity.
- Ensure a clear agreement was reached in-so-far as working on each others' country was concerned.
- Ensure that the wider community and relatives understood the importance of remaining at distance and supporting the participants while they attended training

Identify & address personal barriers and learning difficulties.

Individual assessment of participants before, during and after training is critical to success. Without an understanding of the individual – a clear employment outcome is unlikely.

Pangaea undertook regular individual interviews with participants and with their trainers to understand:

- Personal motivations,
- Previous training and experience levels,
- Numeracy and literacy issues if any,
- Aspirations and goals; and
- Limitations to successful achievement of the training program.

Motivate participants and encourage decisions that enhance their individual employability

Pangaea considers it important that the program is not 'training for training's sake'. Making the training relevant to both the participant and the anticipated job opportunities in the Pangaea tenements benefits all parties.

To this end and mindful of MSC's growing need for skilled employees for their other contracts (aside of Pangaea) the program included specific *competencies* to supplement more generic workplace skills.

The competencies list was also, in part, determined by the results of individual interviews with participants that were used to develop an appreciation of the applicant's goals, aspirations and expectations.

Clear communication of program goals to partners and participants

Pangaea, MSC and the NLC went to great lengths to clearly communicate the program goals and expectations about what can be achieved from the program – upfront to both program participants and program deliverers. A clear understanding of the intended 'end-point' was vital to ensuring we had participants in the correct frame-of-mind before leaving home and family.

Post program support encourages the participant to take personal responsibility for their future.

Pangaea had put processes in place to support participants - who successfully completed the program - to be kept informed of opportunities for employment that might arise.

Our partnerships with NT service providers and the NLC are critical to a seamless transition

from the training environment to full-time employment. Barriers at this point in the journey cause delays, undermine participants' confidence and dampen their enthusiasm for continued employment leading to a loss of skills and wasted training resources.

Through the Mentors, cultural authority was used to encourage younger participants to make life changes beyond this program and to continue on the road to employment basics with credentials like Driver's Licenses and Senior First Aid certificates.

3. Program delivery

Pangaea and our service providers, MSC and Top End Training understood that the success of the program (for all our best intentions and carefully considered design) ultimately comes down to how well it is delivered and how engaging it is for participants.

To maintain participant interest, the Program must be in part implemented 'on-country' and focus on real-life civil skills.

The program offered a mix of 'in-class', 'hands-on' and 'on-country' lessons. All sessions were assessable by *Top End Training* in some form and were an extension of the course work defined by the Level 1 certificate.

Participants were actively involved in:

- White Card (Work Safely in the Construction Industry) training
- Use of GPS to locate access routes to defined locations around drilling sites in the field
- Heavy machinery operation in a controlled environment
- Task orientated construction of a lay-down pad for storage equipment
- Clearing of re-growth
- Road formation activities

- Welding and grinding and construction of farm infrastructure
- Pump maintenance and repair
- Machinery maintenance and repair.

Relationships were key to the success of the program. The relationship between the trainers and participants, the participants *and* the Mentors and the Mentors and the trainers ALL need to be based on respect and patience. Ultimately, all relationships were defined differently – but none were *more* important than others. The Pangaea approach relied heavily on the importance and support networks of ‘family’, the desire to work on-country so that they are ‘work-ready’ when future opportunities present.

Work placement was divided into two 15 day programs delivered at Flying Fox Station – the MSC Centre for Training Excellence – and in the Pangaea tenements.

The location of the training was remote and not on either family groups’ country – which proved an important consideration. Trainees were encouraged to develop friendships outside their own family groups, by the Mentors, who had the cultural authority to make that happen. Camp life harmony was of paramount importance and was achieved via this model. Work on country was even divided amongst family members with an equal number from each group travelling to site, working and living together without incident.

The program adopted a ‘learn-by-do’ philosophy as recommended by our Traditional Owner collaborators and Senior Elders. It maximised the hands on experience which makes the training more meaningful.

The MSC approach to work safety, environmental protection and industry best practice was promoted throughout the training – constantly reinforced by strict camp life rules, start-up and pre-work meetings on a daily basis. The intent was to encourage and develop

a range of behaviours that underpin the MSC work culture and hopefully develop future employees that are future assets to the company.

At the end of the first 15 day program, a feedback session identified that the participants felt too much time was spent being idle while other participants used equipment. TET and MSC consequently changed their delivery model in the second placement period to ensure that smaller teams were assigned different tasks concurrently - rotating between the tasks, ensuring full occupation of their time.

4. Program improvement

Pangaea, in-conjunction with our NT service providers and program partners will fully evaluate the success of the 2015 program – involving all our project collaborators (MSC, TET, Senior Elders & Mentors and the NLC).

Individual discussions with participants are key to identifying if expectations were met, exceeded or otherwise. It is also a valuable exercise in assessing attitude change, social development and personal growth in the participants themselves.

Pangaea has already determined that:

- Program participants must be assisted with literacy and numeracy skills, health and nutrition awareness, and education on ZERO tolerance on drugs and alcohol in the petroleum industry.
- To be adequately prepared for placement in the civil construction industry, training and development to at least Cert 3 level is most desirable.
- The *Mentor approach* created a culture of family support amongst participants and integrating training with work ‘on-country’ is a key to maintaining participant focus and dedication to future programs.

- More effort is to be made on affording and encouraging *female* participants to attend future training opportunities.
- Employability is key. Future programs should infuse a degree of basic self-promotion (e.g. CV writing) and life essentials (e.g. Drivers License theory).

5. Program experiences

“I thought the training was good. The best thing about it was driving the machines and meeting new people. The only thing I thought would have been better was to be able to spend more time at Tarlee and driving newer machines”

- Liam McIlwain, Participant

Liam has previously been a Process Technician at Batchelor Nickel, coal and copper mine with Compass Resources and also held positions with John Holland constructing the new cancer ward at Darwin Royal Hospital. He completed a Certificate II in Mining and Manifest when working at Jabaru Mine with geo-technicians conducting core sample tests.

He has a Heavy Rigid truck and loader licence and 6 years experience working for the ADF at Robinson barracks, Shoal Bay, in security detail. Liam graduated with a Certificate 1 in Resources & Infrastructure Operations, all the civil competencies offered and Basic Emergency First Aid.

“I really want to get my tickets for the loader, bobcat and roller. Wouldn’t mind doing a bit of welding because I’d like to start an apprenticeship as mechanical fitter”

- Edmund Shandley, Participant

Edmund has had previously held trainee positions with large companies including Rio Tinto and at Argyle mine in WA. He has successfully completed a drill and blast course and 2 years of a 4 year Mechanical Fitter apprenticeship. Edmund graduated with a Certificate 1 in Resources & Infrastructure Operations, all the civil competencies offered and Basic Emergency First Aid.

Edmund also accepted a place in the Trainee Cadetship offered by MSC which will begin in late 2015.

“The best part of the training was actually learning how to use the machinery! Not just reading about how to use it. I was also happy to work at Tarlee and learn how to use a GPS to locate the spots around the drill site.”

- George Maroney, Participant

George is straight from High School, Casuarina Senior College Darwin, where he completed Year 11. George enjoys machinery operation but is also highly suited a technical or field assessment based career. George would like to become a cultural field liaison in the future as he wants to go through lore and learn about country in the Birdum area.

“The best part of my time here was making new friends, sitting around the fire trading stories, getting on the machines and learning new things when working as a team.”

- Aquinas Johns, Participant

Aquinas (aka “AJ”) completed Year 10 at Kunnanurra High School and left school to work with a Ranger Group, conducting Wildlife monitoring, Conservation and Land Management activities. AJ has completed

training in Melbourne for Export Abattoirs, as a slaughter man and has existing Competency Tickets for front end loader, backhoe and grader operation – plus a Working at Heights qualification. AJ is directly related to senior Traditional Owners in Birdum and in the Tanami.

AJ graduated with a Certificate 1 in Resources & Infrastructure Operations, all the civil competencies offered and Basic Emergency First Aid. AJ also accepted a place in the Trainee Cadetship offered by MSC which will begin in late 2015.

“The operating of machines has been one of the main keys to the success of this course so far. Without the ability to allow the boys to operate machines we would not be able to hold their attention span for the required bookwork for their white cards.

“Taking the boys in groups of three with an Elder over to the civil camp at Tarlee has been a valuable learning experience for them. They were subjected to an initial camp induction, as per MSC regulations and then had to create a very basic JSA, they were also required to attend the daily prestart meeting with the rest of the camp staff and required to undergo random BAC test as per MSC regulation.

“Having the boys in a remote bush environment puts a little twinkle in eye of all of them and they really enjoyed the job (and the tucker).”

– Kevin Maddigan, Trainer, MSC.

Kevin assisted with the first 15 day placement and focused on in-field delivery of the program and machinery operation.

“The boys are a very pleasant mob. They are always courteous and leave their rooms cleaner than most that come through here! They are a credit to their families and I hope they do well”.

– Margaret, Kitchen Manager, MSC.

Margaret is a veteran camp kitchen and camp manager who was present for the duration of the program.

“We’ve had our challenges, our good days and bad days but overall had a very pleasing experience here at the Fox.

“The participants now need to take on some personal responsibility for their own futures and use this start to launch into a career.”

– Murray Lauritsen, Senior Trainer, Top End Training.

Murray has delivered both 15-day placements and all Competency Modules offered during the program.

In pictures....

