

## 7. RECOMMENDATIONS

Two tables are presented in this section of the SIA. The first table (Table 7.1) highlights the actions put in place as a result of the recommendations made in the previous SIA and areas where no action has been identified to date. The second (Table 7.2) details recommendations provided in the body of this report for inclusion in planning over the next three years.

**Table 7.1 Summary of Recommendations from 2007 SIA**

2007 SIA Recommendations	Actions Taken
<b>Heritage, History and Environment</b>	
1. Continuing to find opportunities to support and promote initiatives that aim to enhance local history and heritage.	Funding provided to Golden Mile Loopline Railway Society and Golden Quest Trails Association Inc, Goldfields Family History Society, "The Bridging the Gap" documentary, Super Pit Shop, Goldfields Tourism, the Visitors Centre and WA Museum, Super Pit Lookout and Mine Tours.
2. Increase funding support to initiatives that aim to support families, the disadvantaged and those dealing with substance abuse issues.	Funding provided to Indigenous Environment Health Conference; Kalgoorlie Local Drug Action Group/ Goldfields Regional Alcohol and Other Drug Reference Group. Community Physiotherapy Kalgoorlie Hospital; and a number of local sporting initiatives.
3. Initiate an annual visit to each Indigenous community to discuss any community concerns, describe the company's progress in air emission management, rehabilitation, water management and ways the company actively looks after country, seeking any feedback.	No action taken to date.
4. Involve local Indigenous groups in discussions around heritage management and closure planning.	Refer to Closure Activity Section of this table.
5. Continue extensive work on communication of environmental issues to maintain improvements in perceptions around transparency.	Environmental issues, including water, are communicated through the environmental pages of the website, features in "The Dirt" and "News & Views", and Displays at the Super Pit Shop.
6. Continue to find ways to improve air emission management and communicate these improvements to all stakeholders, particularly local businesses and Indigenous groups.	Environmental issues, including air, are communicated through the environmental pages of the website, features in "The Dirt" and "News & Views", and Displays at the Super Pit Shop. Air emissions are now audited as part of the Ministers expansion approval requirements.
7. Continue efforts to rehabilitate used mining areas, greening within the community and efforts to make old shafts safe.	The rehabilitation of old shafts was noted as an improvement and KCGM's initiative to green areas noted.
8. Address proposed rehabilitation strategies directly in future closure planning and communications.	Refer to Closure Activity Section of this table.
9. Raise awareness of water usage as a significant issue on site and implement appropriate water conservation strategies that can be shared with the local community.	Environmental issues, including water, are communicated through the environmental pages of the website, features in "The Dirt" and "News & Views", and Displays at the Super Pit Shop.
10. Continue the positive efforts to reduce impact of noise, vibration and dust caused by vibration activity.	Installation of the noise bund as part of Super Pit expansion.

**Table 7.1 Summary of Recommendations from 2007 SIA (cont'd)**

2007 SIA Recommendations	Actions Taken
<b>Social Cohesion and Communication</b>	
11. Increase visibility of KCGM management and employees amongst local Indigenous groups and communities.	No action taken to date.
12. Continue efforts in Indigenous training and employment and increase awareness of the program amongst the local Indigenous population.	Efforts are continuing though numbers have decreased rather than increased since the last SIA.
13. Work to improve retention and attraction of female employees and those from other groups with lower representation such as younger and older workers.	No action taken to date.
14. Continue to support employee volunteering initiatives, community events and Indigenous programs that promote greater harmony, cohesion and equality among community citizens.	Provided funding to a number of community events and services including the Kalgoorlie Boulder Community Fair Society, Ngunytju Tjitji Pirmi National Aboriginal and Islander Observance Committee (NAIDOC) Event and Kalgoorlie-Boulder Volunteer Centre (KBVC). Volunteer of the Year Award still held and employees are encouraged to volunteer for various events throughout the year, including the 90 registered volunteers in 2009 who accumulated a total of 800 volunteering hours.
15. Attempt to find creative ways to reduce the impacts of 12 hours shifts on family life such as a holiday roster for those with young families, childcare alternatives and access to appropriate family assistance and counselling.	Employee Assistance Program (EAP) program in place.
16. Continue to monitor and investigate exposure under fair work conditions, access to rest and leisure, arbitrary arrest and discrimination, and ensure that appropriate programs are put in place e.g. investigate whether a non denominational place for prayer or cultural leave concessions maybe appropriate on site and consider further the implications of Gold Stealing Detection Unit (GSDU) on human rights.	Monitoring continuing.
17. Continue to support Indigenous consultation, education, training and enterprise initiatives.	Community Relations plan sets out targets to see 10 pieces of Indigenous artwork through the Super Pit Shop and continue to update and communicate its Indigenous policy objectives.
18. As highlighted elsewhere, improve regularity and face-to-face communication with local Indigenous groups.	No action taken to date.
19. Ensure effective communication skills are included as an employment and advancement criteria for site supervision and management.	No action taken to date.
20. Investigate an appropriate process for rising of queries internally and obtaining direct and accurate responses for employees and contractors e.g., advertisement of PIL for use internally or an electronic noticeboard type process that publishes responses.	PIL upgrade commenced.

**Table 7.1 Summary of Recommendations from 2007 SIA (cont'd)**

2007 SIA Recommendations	Actions Taken
<b>Social Cohesion and Communication (cont'd)</b>	
21. Ensure internal results and quarterly presentations include lead indicators and where appropriate an update on future plans and likely activities.	Improved communication around future plans seen by all stakeholders.
<b>Community Development</b>	
22. Consider appropriate involvement from a lobbying/consultation perspective with Indigenous Coordination Centre (ICC), Department of Housing and Works (Towns Reserve Program), Aboriginal Lands Trust, local government and other Indigenous stakeholders to find an appropriate future solution to meet the current challenges being faced by Ninga Mia.	Head of agency approach seeing some improved housing and electrical provision within Ninga Mia community.
23. Consider further support for the Indigenous Patrol given its current funding challenges due to the removal of Community Development Employment Program (CDEP) funding which supported drivers previously.	Consider whether this recommendation is still relevant.
<b>Economic</b>	
24. Continue to target and structure community funding along current lines.	Wide range of community events and services funded through Community Relations team.
25. Communication externally on Indigenous employment initiatives is required to increase knowledge amongst the Indigenous community.	No action taken to date.
26. There was comment from Indigenous respondents that greater support on site through an Indigenous mentor or liaison officer may help retain and support employees as well as increase awareness externally.	Not seen as economically viable when considered.
27. Continued efforts to reduce turnover are required.	Turnover reduced.
28. & 29. Investigate opportunities to support local Indigenous enterprises or new enterprises as part of closure planning and programs to encourage local economic diversity. Communicate these initiatives to local Indigenous communities.	Included in Closure Plan, refer to Closure Activity section of this table.
<b>Closure Activity</b>	
30. Continue to monitor infrastructure impacts, project progress and management through closure planning consultation.	Closure planning is now a major focus for KCGM and a separate Closure Action Plan is being developed which considers these and other SIA closure recommendations.
31. Use expansion and closure planning consultation, as a means to continue to engage local residents on town planning and land issues, particularly adjacent landholders and residents, as a means to continue to build stronger relationships with these groups.	KCGM has closure action plan, and consultation actions and proposals are outlined in site wide Conceptual Closure Strategy.

**Table 7.1 Summary of Recommendations from 2007 SIA (cont'd)**

2007 SIA Recommendations	Actions Taken
<b>Closure Activity (cont'd)</b>	
32. There is an opportunity to build on the strong consultation platform created when the expansion plans were released to reach and inform the broader community on this issue and involve Indigenous stakeholders.	KCGM has closure action plan, and consultation actions and proposals are outlined in site wide Conceptual Closure Strategy.
33. Initiate the involvement of local, state and federal agencies, as well as the local community in creating a vision for Kalgoorlie-Boulder post mine closure, identify key projects and lays the foundations for sustainable funding of these projects into the future.	KCGM has closure action plan, and consultation actions and proposals are outlined in site wide Conceptual Closure Strategy.
34. Determine areas that will require long term monitoring and clarify responsibility into the future.	Key areas have been identified though closure costs modelling and closure requirements. These actions are part of Closure action plan.
35. Articulate the future of KCGM as a legal entity into the future given it is an operating company.	Closure Plan acknowledges that this is not yet considered.
36. Continue to build and explore creative infrastructure solutions, tourism and support of other appropriate economic diversification initiatives.	All aspects of this recommendation have been captured in the Closure Action Plan.
37. Determine appropriate budgets for employee programs, infrastructure programs, community investment and rehabilitation programs in the lead up to closure.	This is covered by Closure Action Plan.
38. Determine the future of the Super Pit shop following closure and its role in closure planning.	At present the plan for the Super Pit Shop is to relocate to the final Super Pit lookout structure. This will be explored further in closure planning.

**Table 7.2 Opportunities for Improvement in 2010-2013**

<b>Place (History and Heritage, Indigenous Connections and Environmental Values)</b>	
1	History and heritage could be an area to leverage in future as a contribution to the region's sustainable future. KCGM should review funding in this area to determine whether any more contributions would be beneficial.
2	Clarify role in Loopline Railway Project and consider benefits of supporting it further.
3	Consider increasing support for community (including Indigenous) health and wellbeing issues, as this is seen as improving the way of life in the Goldfields
4	Continue to develop communication strategy to better engage and inform local Indigenous communities of KCGM's Indigenous policies, programs and initiatives. Ensure communication is delivered through channels that will reach the intended target audience.
5	Ensure a personal "face" is attached to KCGM's communications to ensure solid relationships are built, as well as consistency of communication and trust and formalise regular visits by KCGM management to the main communities
6	Continue work on communication of environmental issues to maintain positive perceptions around transparency.
7	Consider representativeness on the Heads of Agency committees or a regular presentation to achieve two-way communication with the Indigenous agencies responsible for bringing change to local Indigenous community members.
8	Continue to communicate measures taken to monitor sulphur dioxide levels and precautions taken to keep emissions at a minimum (i.e. restrictions on production).

**Table 7.2 Opportunities for Improvement in 2010-2013 (cont'd)**

<b>Place (History and Heritage, Indigenous Connections and Environmental Values) (cont'd)</b>	
9	Continue to engage with local pastoralists on relevant issues/impacts.
10	Continue exploring areas for further water conservation and communicate water management initiatives with the community.
11	Work on communication regarding actions taken to reduce noise.
12	Ensure adequate and fast response mechanisms are in place when complaints are made regarding impacts from blasting activity.
13	Continue working with Williamstown residents to break down the traditional barriers and improve relations with this stakeholder group.
14	Once rehabilitation work re-commences ensure that it is included in communications more broadly and continue to communicate and plan for environmental rehabilitation as part of the ongoing environmental management plan for closure.
<b>People (Population, Demographics, Social Cohesion and Indigenous Relations)</b>	
15	Continue to find opportunities to raise visibility of KCGM management and employees amongst local Indigenous people and Williamstown residents.
16	Continue efforts in Indigenous training and employment and increase awareness of the program amongst the local Indigenous population.
17	Continue work to improve retention and attraction of female employees and those from other groups with lower representation such as younger and older workers.
18	Continue to support employee volunteering activities within the community and sponsorship of community events and Indigenous programs that go toward promoting social harmony and cohesion.
19	Consider further how shift work and community/family life can coexist successfully, particularly around the Christmas Day rosters for those employees with young families.
<b>Communication and Engagement</b>	
20	As per above re: Indigenous Engagement in numbers 4, 7, 15 and 16.
21	Review the structure of the Community Reference Group and determine whether new people need to be invited to "freshen up" the group to ensure that all stakeholders' views are adequately represented.
22	Ensure that whole management is seen to be communicating and participating with the community. This will become more pertinent with mine closure impending and in building trust within the community at what could be a sensitive time.
23	Ensure communication with all stakeholders is regular, especially regarding mine closure to overcome any perceptions of secrecy and insecurities.
24	Ensure regular communication regarding the impacts of mine closure on employees.
25	Provide an internal feedback channel whereby employees can voice their concerns or ideas regarding mine closure.
<b>Community Development and Social Needs</b>	
26	Continue to target funding according to current structure, ensuring continued contributions to health and youth services.
27	Consider supporting a very specific health or wellbeing project through the hospital or Bega Garibirrignu Health Service to ensure maximum leverage and recognition for this type of contribution.

**Table 7.2 Opportunities for Improvement in 2010-2013 (cont'd)**

<b>Diversity, Enterprise and Employment</b>	
28	Contribute to programs (whether financially or through other means of support) that will benefit other industries such as tourism and the regional Transport Hub to ensure future sustainability.
29	Work with local Indigenous groups to ensure they are aware of training and employment opportunities for Indigenous people.
30	Continue the Indigenous training and employment scheme but perhaps initiate workshops with local Indigenous employment providers to ensure challenges of service provision can be improved.
31	Consider development of a cultural leave policy
32	Consider the appropriateness of the Employee Assistance Program or some culturally appropriate mentoring or counselling to assist young Indigenous employees/trainees balance family issues with work commitments and ensure work readiness.
33	If an Aboriginal Liaison and Employment Adviser position continues to be unviable then consider development of a network of mentors for Indigenous employees.
34	Continue to find ways in which Indigenous Enterprise can be supported.
<b>Land and Property</b>	
35	Continue to foster relationships with landholders and ensure that the "go to" person continues to exist for pastoralists to contact with issues.
36	Continue attempts to contact and work with the Williamstown Residents Committee, and other Williamstown residents, to work through specific issues by finding creative solutions for closure and involving the leadership team in discussions about the future in 2021.
37	Address land and property issues in mine closure discussions and use this forum to improve relationships with neighbouring landowners.
<b>Roads and Infrastructure</b>	
38	Communicate plans for the future of the Loopline Railway Project and KCGM's involvement in the project (now and in the future).
<b>Safety and Emergency Services</b>	
39	Communicate safety programs in place to reassure employees of best practice in this area, especially initiatives put in place since conducting the safety review.
<b>Lifecycle Planning – Recommendations Pertaining to Closure Strategy</b>	
<b>Sense of Place</b>	
40	Continue to support projects that underpin the historical and heritage values of the region – particularly working with the Golden Mile Loopline Railway Society and others to bring/communicate this issue to resolution.
41	Work with heritage and history groups currently sponsored by KCGM to determine how they can become more sustainable in future without financial support from the company.
42	Determine feasibility of the Super Pit as a future tourism attraction, through economic modelling in conjunction with local and State tourism agencies and geotechnical assessment of the stability of the pit walls and other safety considerations (see 5.2.6 economic)
43	Communicate the "legacy" that KCGM will leave behind, celebrate its achievements and reward the community for its support over the years.

**Table 7.2 Opportunities for Improvement in 2010-2013 (cont'd)**

<b>Environmental Values</b>	
44	Develop environmental closure criteria and rehabilitation plans in consultation with regulators and the local community.
45	Investigate the feasibility of alternative landform designs and the creation of environmental 'niches'.
46	Investigate options for an environmental research fund or trust focussed on best practice rehabilitation programs in the goldfields.
47	Review conceptual closure objectives to ensure there is a balance between environmental and other objectives.
<b>People</b>	
48	Communicate likely impacts on population of mine closure and reduced employment to manage expectations among the community, as well as how redundancies are likely to be managed over time and the rate at which employee numbers are likely to decrease.
49	Explore possible options for employees regarding alternative employers in the region, and re-training or redeployment.
<b>Community Development and Social Needs</b>	
50	Consider the establishment of a "futures fund" or ongoing community trust, such as those offered by the WA Community Fund to ensure longevity of programs or organisation funding with appropriate governance structures in place.
<b>Communication and Engagement</b>	
51	Consider framing the next steps of the closure plan around articulating a vision for closure that includes agreed strategies under each of the key focus areas, perhaps titled "our legacy plans" or something to that effect to utilise a more positive tone and encourage a sense of positive action.
52	Work with the GDEC and City on their current initiatives to commence a blueprint for Kalgoorlie-Boulder into the future.
<b>Economic</b>	
53	Define KCGM funded and appropriate mechanisms and governance strategies for economic legacy initiatives (e.g., a community "futures fund", the lookout and pit development, development of a tools for employees and local business programs to help these stakeholders define new opportunities and continue to support and work with heritage and tourism groups to realise the Loopline Railway Project and other integrated tourism initiatives).
54	Work with the City, GDEC and other agencies on the realisation of future strategies such as the Transport Hub through active participation in appropriate committees and planning sessions
55	Consider discussion with other companies mining in the local area regarding future employment of local KCGM employees who could possibly be made redundant with mine closure.
56	Work with Aboriginal employees, trainees and the local communities to ensure appropriate re-employment and re-training can be sought within appropriate timeframes.
<b>Land and Property</b>	
57	Initiate closure visioning discussions with Williamstown residents and neighbouring pastoralists so that these initiatives can be included in closure planning.
58	If disposal of KCGM owned property is a component of the closure plan ensure this is done over an extensive period of time to reduce dramatic impacts on local supply, demand and real estate pricing
59	Extend the asset management plan in the closure plan to clarify the future of highlighted mining infrastructure appropriate for preservation, disposal, maintenance or re-use plan for all other infrastructure and assets.
<b>Safety and Emergency Services</b>	
60	Seriously investigate opportunities for future access to and uses of the pit and actions required to make the pit, or part of the pit, safe for these uses. This needs to include detailed costings, risk assessment and liability considerations.