



CONCLUSIONS





PERSONIFICATION



PERSONIFICATION

People naturally ascribe human characteristics to organisations. We are even prepared to like or dislike them. This study used a projection exercise to investigate the traits or characteristics of KCGM in the community in which they operate.

KCGM is seen to be an active local player and the personification of their local reputation supports this finding. The ultimate objective of managing social impacts is to ensure that the impact on the community structure and cohesion is a positive one rather than a negative one. The personification exercise for KCGM indicates they are getting the balance right. The type of character that local stakeholders associate with KCGM is really “one of them” i.e. an almost indistinguishable part of the community and this represents an almost perfect fit. KCGM are not seen to be a fictitious character, often found in communities where the company is seen to be distant or a large physical presence without a human face or an overbearing or distant businessman images that are often associated with other mining companies.

Descriptions of KCGM as a person included “*warm friendly considerate*”; “*male 50ish, clean cut/shaven*”; “*Steve Leedman – personable, but serious if he needs to be*”; “*sort of friendly and approachable but a bit hard to read*”; “*lacks some confidence so may attack others*”; “*drives a land cruiser – not top of the range, a bit dirty*”; “*pigeon-chested but not boisterous*”; “*perceived to be strong but quite soft on the inside*”; “*pillar of the community*”; “*hard working*”; “*wife at home and the kids would go to a good school*”.

Figure 5.1 Personification Image





SUGGESTED IMPROVEMENTS



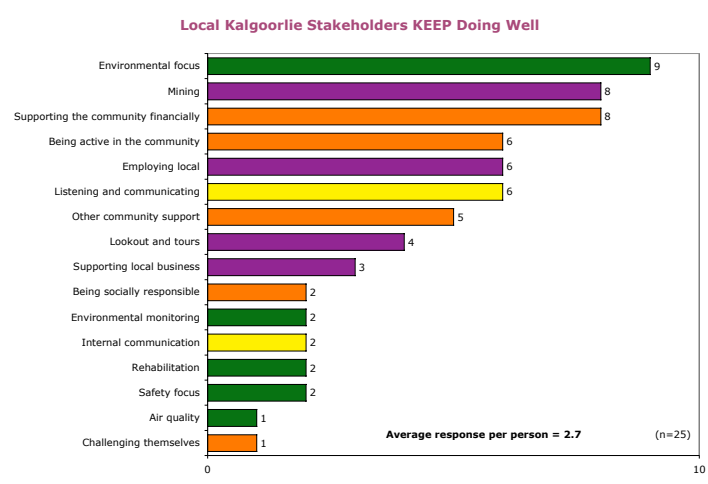
TO STRENGTHEN

Stakeholders were asked to list the “top 3 things they would like KCGM to keep doing”. The general themes of these responses are outlined below as leverage opportunities. They are colour coded in terms of social, environment and economic suggestions. The number of suggestions raised is indicative of the top of mind awareness of key strengths and these represent strong opportunities for promotion, but also the areas that the community is likely to react to quickly if they are absent.

Local

For local stakeholders, being environmentally focussed, continuing to mine, providing economic benefit locally and being an active player in the community were clearly key strengths.

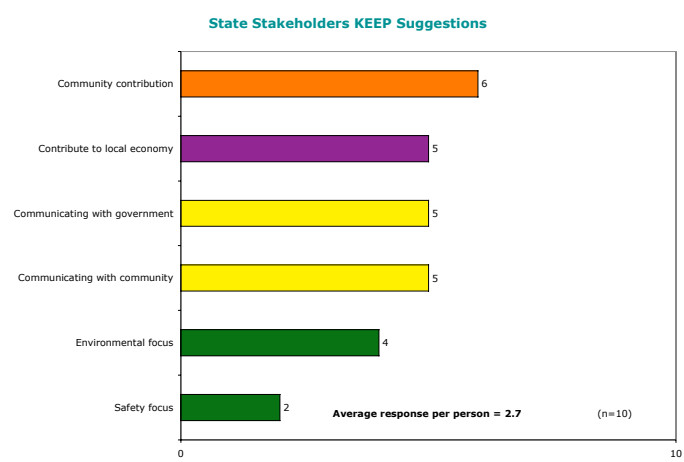
Figure 6.1 Local Kalgoorlie Stakeholder KEEP Doing Well



State

At a State level, the emphasis was placed on economic contribution, communication and environmental performance.

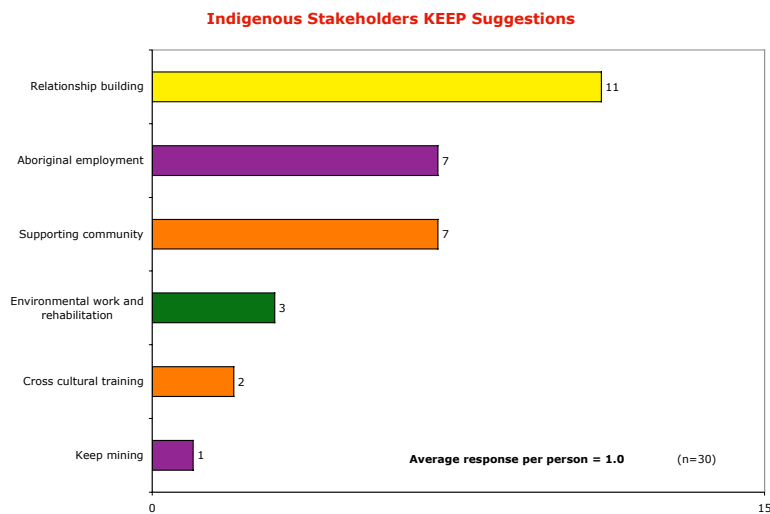
Figure 6.2 State Stakeholders KEEP Suggestions



Indigenous

Relationship building is a key leverage opportunity for the Indigenous community, along with Aboriginal employment and community support. It is interesting to note that Indigenous stakeholders averaged only 1 response to this question compared to over 2 for local and State based stakeholders.

Figure 6.3 Indigenous Stakeholders KEEP Suggestions



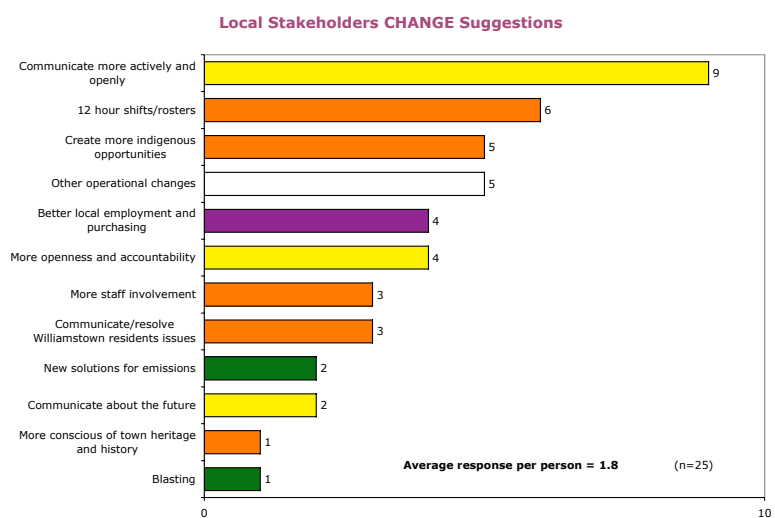
AREAS FOR IMPROVEMENT

All stakeholders were also asked the “top 3 things they would like to change about KCGM”. Communication and relationships were strong improvement themes across all three stakeholder groups.

Local

Many local stakeholders struggled to articulate a change suggestion but communication, 12 hour shifts and Indigenous relations were the most frequently listed suggestions.

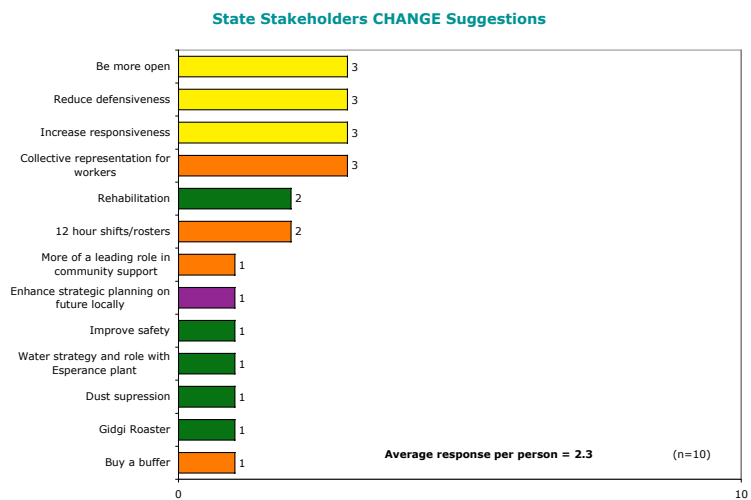
Figure 7.1 Local Stakeholders CHANGE Suggestions



State

Communication, transparency and associated suggestions were also the most frequently listed changes for State based stakeholders.

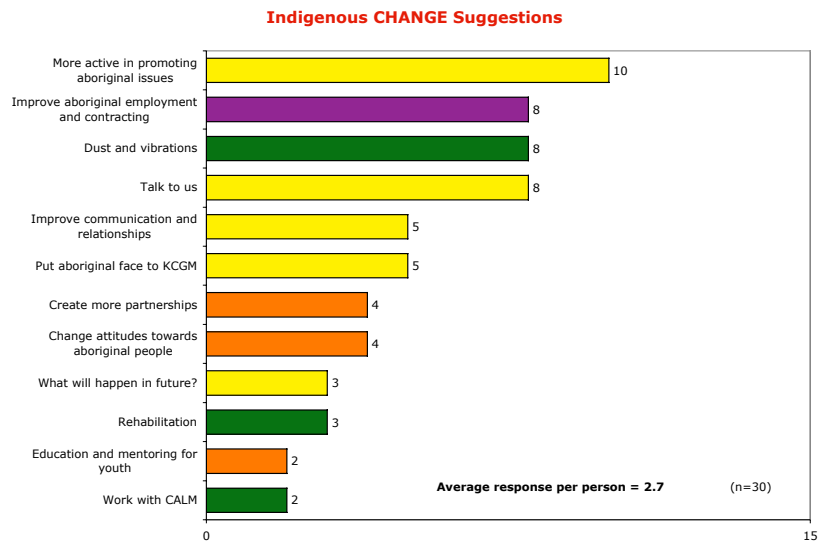
Figure 7.2 State Stakeholders CHANGE Suggestions



Indigenous

The importance of recognition and face-to-face communication comes through strongly in the Indigenous communities suggested changes. Aboriginal employment and dust and vibrations were also frequently mentioned.

Figure 7.3 Indigenous Stakeholders CHANGE Suggestions





RECOMMENDATIONS



RECOMMENDATIONS

This social impact assessment confirms that KCGM are generally managing their local community impacts well. Key areas for improvement include managing the 'near neighbour' issues, Indigenous relationships, Government Relations strategies and direct communication.

Suggestions for improvement are listed under each impact theme in the document. The list below provides a summary of these recommendations for KCGM to consider into the future.

1. Profiling the New Leadership

- 1.1 The new leadership announcements present an opportunity to initiate contact with a greater range of stakeholders and develop a wider team profile within the community.
- 1.2 An opportunity also exists to increase the use of the volunteering database to create a wider network of KCGM management on local community committees and organisations. This will reduce the reliance on a few key faces within the community.
- 1.3 To assist with perceptions on lack of follow through, a list of external commitments could be developed and progress checked as part of normal internal reporting procedures. Updates could also be provided as part of the newsletter recommended under communication.

2. Internal Programs

- 2.1. Internally, work could be done to look at counselling and financial advice to new starters to assist in managing some of the lifestyle issues presented in Kalgoorlie such as drugs, alcohol and high disposable incomes.
- 2.2. The profile of the volunteering database could be lifted, along with increasing employees' role as company ambassadors through greater understanding of corporate values and external messages.

3. Indigenous Relations

- 3.1. The launch of the Indigenous Relations Policy presents a strong opportunity to share KCGM's aims and objectives with the broader Indigenous community.
- 3.2. In addition, feedback on how the SIA results were integrated into policy development is an important message about inclusion and consultation.
- 3.3. A coherent plan of how to progress the policy into action should be developed to include all of the key objectives in the policy and concrete strategies and plans into the future. The plan could be developed with input from agencies such as DIA, Bega, NTP and other local Indigenous groups to start to build relationships and profile with these groups.
- 3.4. A high profile and active sponsorship of something overtly Indigenous addressing some of the deep-seated issues within the community may assist to achieve the recognition and face to Indigenous initiatives.
- 3.5. The opportunity to pursue Commonwealth funded scholarships through Department of Employment and Workplace Relations (DEWR) Indigenous Cadetship Program and perhaps Curtin University's School of Mines would be a complementary addition to support of the Polly Farmer Program.
- 3.6. Investigate options to employ an Indigenous "mentor" or an Indigenous relationship officer within KCGM.
- 3.7. Continue with Indigenous employment and contracting strategies.

4. Near Neighbour Issues

- 4.1. The near neighbour issue is by no means an easy issue to resolve. The legal, strategic and cost implications of any strategies here will require in-depth discussion. The new leadership presents an opportunity to open up the dialogue with 'near neighbours'. An internal assessment of future options and ongoing communication may also help to alleviate some of the tensions here.

5. Government Relations

- 5.1. A Government Relations strategy would go a long way to improving KCGM's reputation amongst these stakeholders. This strategy could include regular briefings and updates, an annual workshop with various agencies on progressing the relationship in areas of mutual interest eg Ministers on progress of near neighbour issues, local employment, infrastructure and economic contributions, CALM on rehabilitation and local flora and fauna, DOE on near neighbour issues, annual reporting and social and environmental impact assessment results.

6. Environmental Values

- 6.1. Increasing transparency around environmental issues is a key theme. Some ideas on ways to improve this are outlined in the communication section (eg environmental themed workshops for broader community interest and participation, a monthly A4 summary newsletter on activities including environmental themes and questions).
- 6.2. Wider circulation of the Now and Beyond report or similar annual performance reporting to the broader community.

7. Closure Issues

- 9.1. A communication strategy, inviting input into the closure debate, maybe one way of being proactive and leading the debate on this issue.

8. Sponsorships

- 8.1. Setting clearer criteria for community partnerships and inviting submissions may increase the transparency and profile of KCGM's community contribution
- 8.2. Contribution or establishment of inter-agency working groups on harder issues such as 12 hour shifts, drugs and alcohol or youth issues may assist to demonstrate KCGM's commitment to working with the community on some of the more challenging issues the town is facing.

9. Communication

- 9.2. Participating stakeholders expressed a strong desire to see the results of this study. There is an expectation of follow through and a short A4 summary circulated to all participants, and potentially all residents, is recommended. This should include a summary of the results and what KCGM plans to do as a result of the feedback.
- 9.3. A monthly A4 summary newsletter distributed as an insert via the Kalgoorlie Miner or a letterbox drop is recommended to increase transparency around issues not picked up by the media and increase direct communication. It could also include some updates on the progress of Indigenous initiatives. This should not be a high gloss publication rather a simple, easily recognisable information sheet.
- 9.4. The CRG could also have a brief section in this newsletter for a few questions raised and answers provided in order to increase the profile of this group and the work that they do.
- 9.5. As mentioned in the environmental section consideration could be given to occasional community themed workshops on topics of interest such as water management, Indigenous initiatives, local flora and fauna or closure issues.




APPENDICES



Appendix 1: List of References

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Appendix 2: Suggested Changes to Indigenous People's Policy

FINAL DRAFT KCGM INDIGENOUS PEOPLES POLICY

Aboriginal people have lived in Australia since the Dreaming. (does this make sense?) Modern archaeology dates Aboriginal occupation of the Goldfields Esperance region back to the Ice Age, over 20 000 years ago.

Three different Aboriginal cultures traditionally occupied the lands now known as the Goldfields Esperance region. These cultural groups were divided into many tribes and clan groups who each spoke a variety of languages and dialects and observed distinct traditions, laws and customs. These cultural groups included;

Consider revising order to numbers below. Consider inclusion of the following groups Widji, Maduwongga, Mingawee and people from the Central East.

3. South West Noongar peoples at Esperance and Ravensthorpe; (some debate around whether this group should be included by some other Indigenous groups)

2. Mirning, Ngadju and Gubrun peoples whose traditional lands extended from the Great Australian Bight to Norseman up to Kambalda, Kalgoorlie and west to Southern Cross; and

1. Western Desert peoples from lands north and east of Kalgoorlie like Leonora and Warburton in the northeast and Coonana to Tjuntjuntjarra in the East. The desert peoples include the Wongutha People and a number of other tribes.

Kalgoorlie Boulder has always been an important cultural area, but since the discovery of gold (, the creation of the 1967 missions) and the development of Kalgoorlie Boulder as a regional centre, many of these peoples have made Kalgoorlie Boulder their home.

KCGM recognises the diversity of Indigenous social, cultural and community interests in the Kalgoorlie Boulder region. We also believe that the physical, social and economic well being of Aboriginal people is in the interests of the entire community.

To enhance its relationships with the local Indigenous community KCGM will:

Recognise and observe all local, state and federal laws relevant to Indigenous and cultural heritage and title matters

Strengthen existing, and establish new, long-term relationships with local Aboriginal communities so that we can better understand Indigenous issues, priorities and goals.

Ensure meaningful involvement of Indigenous communities, organisations and stakeholders in matters that impact upon them.

Create and implement a local Kalgoorlie-Boulder Indigenous cross-cultural awareness program to assist KCGM employees in understanding the local Indigenous community.

Actively work to increase the number of Indigenous people employed at KCGM and in their contractors; (also consider supporting training and development)

Wherever reasonable, provide local Indigenous businesses with the opportunity to participate directly or indirectly in supply opportunities; and (some concern expressed that this is not hard enough without direct targets)

Monitor and assess our Indigenous relations performance, and strive for continuous improvement.

Signatories

ALL MANAGERS

Appendix 3: Stakeholder Interviews List

Please note to maintain confidentiality, individual names have not been listed.

Kalgoorlie Community Interviews


1. KCGM employee, Tuesday 9th March 2004 in person
2. Local Business, Wednesday 10th March 2004 in person
3. Goldfields Esperance District Police, Wednesday 10th March in person
4. Councillor, Wednesday 10th March in person
5. Boulder Promotion and Development Association, Wednesday 10th March 2004 in person
6. Royal Flying Doctor Service, Wednesday 10th March 2004 in person
7. Goldfields Esperance Development Commission, Wednesday 10th March 2004 in person
8. Kalgoorlie Boulder Landcare Group, Wednesday 10th March 2004 in person
9. Department of Environment Kalgoorlie, Thursday 11th March 2004 in person
10. Kalgoorlie-Boulder Visitors Centre, Thursday 11th March 2004 in person
11. ABC Radio, Thursday 11th March 2004 in person
12. Contractor to KCGM, Thursday 11th March 2004 in person
13. Contractor to KCGM (2) Thursday 11th March 2004 in person
14. City of Kalgoorlie-Boulder, Thursday 11th March 2004 in person
15. Kalgoorlie-Boulder Water Corporation, Thursday 11th March 2004 in person
16. Local Industry, Thursday 11th March 2004 in person
17. Community Service, Thursday 11th March 2004 in person
18. KCGM employee (2), Thursday 11th March 2004 in person
19. Kalgoorlie-Boulder Chamber of Commerce and Industry, Thursday 11th March 2004 in person
20. Former KCGM employee, Friday 12th March 2004 in person
21. Contact for tourist attraction and events, Friday 12th March 2004 in person
22. Goldfields Senior High School, Friday 12th March 2004 in person
23. Regional Hospital, Friday 12th March 2004 in person
24. Williamstown Residents, Friday 12th March 2004 in person
25. Local Industry (2), Thursday 24th March 2004 in person

State Interviews

1. Supplier, Tuesday 16th March 2004 in person
2. Department of Industry and Resources, Tuesday 16th March 2004 in person
3. Department of Minerals and Petroleum Resources, Tuesday 16th March 2004 in person
4. CFMEU, Friday 19th March 2004 by telephone
5. Politician, Friday 19th March 2004 in person
6. Political Representative, Tuesday 23rd March 2004 in person
7. Chamber of Minerals and Energy, Tuesday 23rd March 2004 in person
8. Department for Community Development, Thursday 25th March 2004 in person
9. Political Representative (2), Friday 2nd April 2004 in person
10. Department of Environment, Friday 2nd April 2004 in person

Indigenous Interviews

1. Goldfields Indigenous Fringe Dwellers, Tuesday 23rd March 2004 in person
2. ATSIC, Tuesday 23rd March 2004 in person
- 3 – 4. Bega Garnbirringu Health Service, Tuesday 23rd March 2004 in person
5. Indigenous Training Program, Tuesday 23rd March 2004 in person
6. Department of Indigenous Affairs, Tuesday 23rd March 2004 in person
7. Recreation Contact, Tuesday 23rd March 2004 in person
8. Community Service, Tuesday 23rd March 2004 in person
9. Aboriginal Language Centre, Wednesday 24th March 2004 in person
10. Goldfields District Education Office, Wednesday 24th March 2004 in person
- 11 – 16. Ninga Mia Village Aboriginal Corporation, Wednesday 24th March 2004 in person
- 17 – 19. Trilby House, Wednesday 24th March 2004 in person
20. Goldfields Indigenous Housing Organisation, Wednesday 24th March 2004 in person
21. Aboriginal Land and Sea Council, Thursday 25th March 2004 in person

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22. ATSYS, Thursday 25th March 2004 in person
 23. Aboriginal Employment Initiative, Thursday 25th March 2004 in person
 - 24 – 29. Elders and Local Residents, Thursday 25th March 2004 in person
 30. Department of Indigenous Affairs, Friday 12th March 2004 in person