

RECOMMENDATIONS

A total of 38 opportunities for improvement are presented in this SIA review. However it should be noted that KCGM's overall performance in the majority of the impact areas is currently very strong. Many of these opportunities focus on maintaining existing programs and initiatives to achieve objectives.

There is evidence of significant improvement since the 2004 SIA, reflected not only in stakeholder perceptions but also in the amount of new initiatives introduced to improve social performance. Some of these initiatives are summarised in table I below, which presents a summary of actioned recommendations from the 2004 SIA and shows only two areas recommended that have not been actioned to date.

Table: I Summary of Recommendations from 2004 SIA

Actioned Recommendations from 2004 SIA	Those Not Actioned to Date
Volunteering database and profile of volunteers – KCGM award	Mentor or Indigenous Relationships focal point
Community newsletter – in place	Counselling and financial literacy advice for new starters to assist in managing lifestyle issues such as drugs, alcohol and high disposable incomes
High profile Indigenous sponsorship – Follow the Dream, Mt Gleddon Project and Time for Change.	
Indigenous strategic plan articulated but not yet signed off.	
Indigenous employment and contracting strategy – increasing employment numbers.	
Govt relations strategy – relationship built with OMP, tour of operations by agency reps, increased representativeness on CRG.	
Near neighbour indicators point to an improvement in relationship with Williamstown – continued effort in regular communication.	
Closure issue and debate – release of closure plan and Super Pit studio initiative	
Sponsorship clearer criteria needed - social needs assessment completed and criteria introduced,	
Tertiary scholarships to compliment Polly farmer program - introduced	



A full list of opportunities for improvement, as listed in the body of the report, are set out in Table 2 on pg 83. **However, the key recommendations from this review can be summarised into three improvement areas – improving Indigenous relations, closure planning activity and workplace relations.**

1. Indigenous Relations

It is recommended that KCGM initiate an annual or bi-annual visit (including a representative from operations management) to each community and key stakeholder groups to discuss any community concerns, provide an update on the company's giving and Indigenous employment programs, describe the company's progress in air emission, rehabilitation, and water management and describe ways the company actively looks after country. In addition, actively seeking any feedback on these initiatives. It will also be important to involve these groups in closure planning and community visioning associated with these activities, (see below).

Continuation of efforts in Indigenous training is recommended with consideration given to employment of an Indigenous mentor on site to act as a focal point internally and externally. Effort is also recommended to look more closely at local Indigenous enterprise development or usage of local Indigenous contractors following a similar model to Jims Weeds and Seeds.

The local Indigenous community is also facing a number of challenges at present including the future of Ninga Mia, possible re-location of Coonan, loss of the CDEP program funding and as a result the local Indigenous patrol. Consideration should be given to appropriate involvement in helping the communities manage these challenges even if it is just by participating in local discussions and lobbying.

2. Closure Planning

The current project lifecycle provides a unique opportunity to actively plan for the future, providing a focal point for consultation activity and active community participation in creating a sustainable future for activities currently funded by KCGM. It is recommended in this review that KCGM

- 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 lay the foundations for sustainable funding of these projects into the future.
- Determine areas that will require long term monitoring and clarify responsibility into the future.
- Articulate the future of KCGM as a legal entity into the future given it is an operating company.
- Continue to build and explore creative infrastructure solutions, tourism and support of other appropriate economic diversification initiatives.
- Determine appropriate budgets for employee programs, infrastructure programs, community investment and rehabilitation programs in the lead up to closure.
- Involve local Indigenous groups in closure planning discussions.
- Determine the future of the super pit shop following closure and its role in closure planning.





3. Within the Workplace

Internally there are a number of initiatives that could be introduced to improve social performance. These include:

- Developing strategies to attract and retention female employees and those groups with lower representation, such as younger and older workers.
- Finding creative ways to reduce impacts of 12 hour shifts on family life such as continued recognition of volunteering initiatives, a Christmas holiday roster for those with young children, child care alternatives, maternity leave and access to appropriate family assistance and counselling.

Internal communication could also be improved through further training of management and supervisors in the area, inclusion of communication skills on employment and advancement criteria, development of a process for raising queries and receiving immediate feedback, as well as ensuring quarterly results and presentations contain lead indicators and updates on future plans.

In addition to these three areas, we stress that effort must continue to be made to address and communicate more sustainable water practices (including usage and seepage issues) and management of air emissions.



Table 2: Complete List of Opportunities for Improvement

Heritage, History and Environment
1. Continuing to find opportunities to support and promote initiatives that aim to enhance local history and heritage.
2. Increase funding support to initiatives that aim to support families, the disadvantaged and those dealing with substance abuse issues.
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.
4. Involve local Indigenous groups in discussions around heritage management and closure planning.
5. Continue extensive work on communication of environmental issues to maintain improvements in perceptions around transparency.
6. Continue to find ways to improve air emission management and communicate these improvements to all stakeholders particularly local businesses and Indigenous groups.
7. Continue efforts to rehabilitate used mining areas, greening within the community and efforts to make old shafts safe.
8. Address proposed rehabilitation strategies directly in future closure planning and communications.
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.
10. Continue the positive efforts to reduce impact of noise, vibration and dust caused by vibration activity.
Social Cohesion and Communication
11. Increase visibility of KCGM management and employees amongst local Indigenous groups and communities.
12. Continue efforts in Indigenous training and employment and increase awareness of the program amongst the local Indigenous population.
13. Work to improve retention and attraction of female employees and those from other groups with lower representation such as younger and older workers.
14. Continue to support employee volunteering initiatives, community events and Indigenous programs that promote greater harmony, cohesion and equality among community citizens.
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.
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 GSDU on human rights.
17. Continue to support Indigenous consultation, education, training and enterprise initiatives.
18. As highlighted elsewhere, improve regularity and face-to-face communication with local Indigenous groups.
19. Ensure effective communication skills are included as an employment and advancement criteria for site supervision and management.
20. Investigate an appropriate process for raising of queries internally and obtaining direct and accurate responses for employees and contactors e.g. advertisement of PIL for use internally or an electronic noticeboard type process that publishes responses.

21. Ensure internal results and quarterly presentations include lead indicators and where appropriate an update on future plans and likely activities.
Community Development
22. Consider appropriate involvement from a lobbying/consultation perspective with ICC, Dept 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.
23. Consider further support for the Indigenous Patrol given its current funding challenges due to the removal of CDEP funding which supported drivers previously.
Economic
24. Continue to target and structure community funding along current lines.
25. Communication externally on Indigenous employment initiatives is required to increase knowledge amongst the Indigenous community.
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.
27. Continued efforts to reduce turnover are required.
28. and 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.
Closure Activity
30. Continue to monitor infrastructure impacts, project progress and management through closure planning consultation.
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.
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 involved Indigenous stakeholders.
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 lay the foundations for sustainable funding of these projects into the future.
34. Determine areas that will require long term monitoring and clarify responsibility into the future.
35. Articulate the future of KCGM as a legal entity into the future given it is an operating company.
36. Continue to build and explore creative infrastructure solutions, tourism and support of other appropriate economic diversification initiatives.
37. Determine appropriate budgets for employee programs, infrastructure programs, community investment and rehabilitation programs in the lead up to closure.
38. Determine the future of the super pit shop following closure and its role in closure planning.



RECOMMENDED PERFORMANCE INDICATORS

Social performance measurement indicators can be classified into two categories – input i.e. a measurement of effort put into managing social performance and output i.e. direct impact on the community in terms of population numbers, areas affected or stakeholder or community perceptions/reaction or evaluation of these inputs.

KCGM's Community Relations area already measures a number of input performance criteria including the number of visits to the Super Pit shop, participation in local tours, community giving programs, calls to the Public Interaction Line (including nature of call) and media article exposure and content.

This review also details a number of output performance indicators that could be further developed in the future including:

- Overall performance mean rating and perception mean ratings on the impact areas (summarised as impact chapter headings) in this report.
- Participation including volunteering hours, community events and management/employee involvement in local committees
- Number of stakeholder contacts
- % local employment
- % business contracts with an office in Kalgoorlie.
- \$ value of Indigenous programs
- Numbers of Indigenous residents employed/trained/retained as a % of local population
- Local Indigenous enterprise support and \$ value of contracts

Consideration should be given to setting targets for each of these areas e.g. a 5% improvement in positive media articles coverage, performance improvement mean rating increase targets for different stakeholder groups, a defined increase in stakeholder meetings/contacts, a defined increase in volunteering hours or committee representativeness.

This work would need to be done following agreement on the input and output indicators in close consultation with KCGM Community Relations, KCGM Management Team and team representatives responsible for performance in these areas.

