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Executive Summary

Kalgoorlie Consolidated Gold Mines Pty Ltd (KCGM) plays an integral part in the Kalgoorlie-Boulder community. Along with other significant stakeholders such as The City of Kalgoorlie-Boulder (the City) and lead State agencies KCGM has a vested interest in maintaining a vibrant and sustainable community. For a positive living environment increases the likelihood of qualified employees to be attracted and retained, which builds on Kalgoorlie-Boulder's economic and social strength. In this regard the community and leading stakeholders are all seeking to achieve a high quality of life for the Kalgoorlie-Boulder residents. Contributing to a positive living environment also ensures that KCGM is enhancing its reputation locally and managing social impacts upon the community. The challenge is to identify community development strategies to achieve this end.

The purpose of this Social Needs Analysis is to outline the role that KCGM may play in Kalgoorlie-Boulder to assist the community to build its capacity via community development strategies. Additionally, the activation of these community development strategies will enhance KCGM's relationships with its community and build on its solid reputation. Importantly, these strategies will be married with KCGM's corporate values. In a practical way the Social Needs Analysis will provide a useful guide for KCGM's public relations team when allocating funds to community organisations and programs.

In keeping with the stated objectives of KCGM and the findings of this Needs Analysis, it is our recommendation that community development strategies be guided by the following principles:

- **Consider** partnerships that enhance inclusion within the City's diverse community, in particular programs that target the Indigenous community, young people, seniors and young families.
- Support community development strategies that:
 - Improve education and economic self-sufficiency
 - Sustain a healthy and safe community
 - Provide strong pathways to youth and Indigenous employment
 - Promote the history and cultural identity of the City
 - Enhance and protect the natural environment
- Form partnerships that provide opportunities for KCGM staff to **Contribute** to community development.
- Provide assistance to partner organisations, supporting them to **Communicate** to a diverse community demographic.

These guiding principles for community development have been the basis of the community development strategies identified in the Community Development Strategies section (page 25).

As will be detailed in the sections that follow there is considerable diversity within the Kalgoorlie-Boulder community, across race/ethnicity, socio-economic status and age. Meeting the diverse needs that these groups have is a constant challenge for key stakeholders, and one that will require regular revision as KCGM and its community evolve.



Methodology

The methodology used for the Social Needs Analysis has included a combination of desktop research and stakeholder consultation with leading and prominent agencies and organisations in Kalgoorlie-Boulder. The desktop analysis involved the detailed review of the following documents, in addition to other sources as detailed in the List of References (page 31).

The main documents reviewed were:

- *Needs Analysis: Community Services Gap Analysis and Mapping & Community Perception Survey*, City of Kalgoorlie Boulder in partnership with the Lotteries Commission of Western Australia (2002)
- *Social Impact Assessment for KCGM*, Q&A Communications Group (2004)
- *Annual Report: City of Kalgoorlie-Boulder 2003-2004*, City of Kalgoorlie-Boulder (2004)
- *Goldfields-Esperance: Economic Perspective*, Goldfields-Esperance Development Commission (2003)
- *KCGM: Public Relations Strategic Plan 2004*, KCGM (2004)
- *Focus on Youth: A Living in Harmony Project: Needs Analysis Report*, City of Kalgoorlie-Boulder, Dept. Immigration and Multicultural Affairs, You Me Australian, Council for Multicultural Australia (2002)
- *Mapping and Gap Analysis of Indigenous Services and Programs in the City of Kalgoorlie Boulder: Towards a Framework Agreement*, Dept Indigenous Affairs, Aboriginal and Torres Strait Islander Commission, City of Kalgoorlie Boulder, Safer WA Interagency Committee (2002)

In addition to the main documents listed above a review was undertaken of the stakeholder interviews conducted for KCGM's 2004 Social Impact Assessment (SIA), prepared by Q & A. A total of 65 individual stakeholder interviews were reviewed for pertinent issues that may assist in the development of the Social Needs Analysis. These transcripts were reviewed to isolate those perspectives that revealed details about the community such as current demographic trends, community members most in need, the programs/services currently delivered, challenges in delivering programs/services, future opportunities for program/service delivery, as well as the relationship that KCGM has with current community service providers.

A second interview phase was conducted to aid this Social Needs Analysis to include a range of community service providers. Key stakeholders targeted for interviewing were selected for their working knowledge of the community, their connection with local networks and their commitment to the community's well being.

In total the second phase of interviews included eight stakeholders representative of local government, employment, education and training, industry, environment, health, youth services, Indigenous services and community development agencies. From this group informed perspectives were gathered in regards to the Kalgoorlie-Boulder community. Like the review of the SIA consultation interviews, these interviewees provided perspectives upon the community's demographic character, challenges for community groups, programs/services provided, and future opportunities for community development.



Context: History, People, Economy and Culture

History

Steeped in a long history, spanning the traditional lifestyle of the Maduwongga people to the more recent European settlement, the Kalgoorlie-Boulder community has proven itself to be robust and determined. The Goldfields-Esperance Region, in which Kalgoorlie-Boulder is the major urban centre, is bound to the north by the Pilbara Region, the Wheatbelt to the west, and the Great Southern to the south and the State's border to the east.

At a time when Western Australia was lagging behind the east coast a discovery of gold by Paddy Hannon in 1893 was to be the beginning of tremendous growth in Kalgoorlie's population. In time Hannon's find proved to be the start of a rich vein of gold, which was eventually named the Golden Mile. It is this fruitful stretch that is still helping to drive the community's economy today.

With people came a growth in many markets that fed off the mining boom. For every miner there was a need for accommodation, food and varied services. These were a tough brand of men and women that dealt with the harsh conditions as best they could, forever determined to make the next big discovery. It was this steely determination to make good on this red dirt that fuelled the rapid growth in industry and population that put Kalgoorlie, and indeed Western Australia, on the map.

Prior to the mass arrival of gold-diggers the sustainable society of the Maduwongga peoples called Kalgoorlie-Boulder home, hunting and gathering for thousands of years. Embodying a sustainable lifestyle unparalleled today there has been archaeological discoveries that suggest Aboriginal people were living in the Goldfields-Esperance region for over 20,000 years.

Historically, the area has been through the expansion of agriculture and mining that saw increased contact between Indigenous and European cultures. Kalgoorlie's wide variety of Indigenous groups from the Central East, Western Desert, and the Southern Cross area is a reflection of its cultural importance, the development of Aboriginal missions, and the natural gravitation of a regional centre.

People

The Goldfields-Esperance Region's total population of 54,855 people accounts for 10.4% of the State's regional population, and 2.8% the State's total population.¹ The City of Kalgoorlie-Boulder boasts a population of around 28,818 people, which has fluctuated over the years dependant on the successes of the mining industry. In recent years the Goldfields-Esperance Region has been experiencing a population increase, which has seen an average annual growth rate of 0.3% over a ten-year period, from 1992-2002.² This growth has been evident in the City of Kalgoorlie-Boulder, as noted by the local government in their Annual Report for 2003-2004.

The City's demographic characteristics suggest that there are a greater proportion of younger families compared to the State average. In particular, it is those in 0-14 and 30-39 age cohorts that are better represented in the Kalgoorlie-Boulder community than within the State's population. Specifically, 26% of the Kalgoorlie-Boulder community are aged

¹ Goldfields-Esperance Development Commission (2003) *Goldfields-Esperance: Economic Perspective*, p 5

² Goldfields-Esperance Development Commission (2003) *Goldfields-Esperance: Economic Perspective*, p 5



between 0-14 years, compared with 21% in the State.³ And, for those aged between 30-39 years of age, there are 19% within the City as compared with 15% within the State.⁴ These statistical patterns suggest a higher proportion of younger families in the City than within the State.

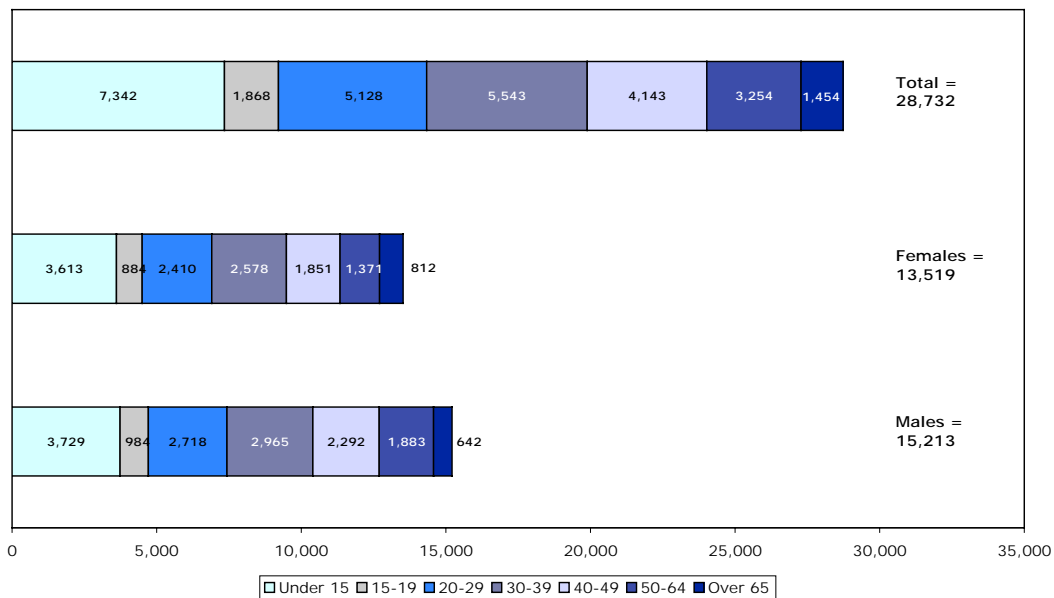
This statistical data is supported through anecdotal comments from stakeholders: *“There are a lot of younger families in Kal”; “I would say that there appears to be more families here than some other regional centres and definitely a younger demographic overall”.*

In addition to these demographic patterns there is a greater proportion of males than females in the local government area. Within all of the age cohorts, except those 65 and over, this gender imbalance is most striking in 40-49 year old cohort, with there being 10.6% more males than females.⁵ This differential in the number of men to women is consistent across most age groups, with an average of 6.3% more men to women in the City. This gender imbalance reflects the large proportion of men involved in primary and extractive industries such as mining and agriculture. In contrast to this general trend there are, on average, 11.6% more women than men that are 65 years or older.⁶

Again interviewees support this assertion: *“There’s always been more men there than women, that’s the way it has always been here”.*

An appraisal of the City’s demographic composition, including the proportion of males and females in the community is detailed in Figure 1 below.

Figure 1: City of Kalgoorlie-Boulder Age by Gender



³ Australian Bureau of Statistics (2001) Kalgoorlie/Boulder (C) (LGA 54280) Census Profile

⁴ Australian Bureau of Statistics (2001) Kalgoorlie/Boulder (C) (LGA 54280) Census Profile

⁵ Australian Bureau of Statistics (2001) Kalgoorlie/Boulder (C) (LGA 54280) Census Profile

⁶ Australian Bureau of Statistics (2001) Kalgoorlie/Boulder (C) (LGA 54280) Census Profile



The community was generally described as having a high proportion of young families, being highly transient and culturally diverse by respondents. One respondent suggested that *“some young families enjoy cheaper homes, better work opportunities, better wages, but are away from extended families”*, another commented, *“there are a high proportion of regional people from the State and interstate”*.

Kalgoorlie-Boulder has a high proportion of people identifying as Indigenous, as compared with the State. As at the 2001 census 3.2% of people within the State identified as being of Indigenous origin, whilst in Kalgoorlie-Boulder this proportion doubles to 6.4%.⁷ In raw numbers there were 1,855 Indigenous people accounted for in the census, though it is likely that this number of Indigenous people would not account for the many fringe dwellers that come to Kalgoorlie-Boulder from the Western Desert.

The language groups of the region include a variety from the Central East, Western Desert and Southern Cross. Those of the Central East include the Widji, Maduwongga, and Mingawee; while the Wongatha people are the significant clan of the Western Desert; and Mirning, Ngaju and Gubrun people come from the Southern Cross area. Given the diversity of language groups in the Kalgoorlie-Boulder region it is important to recognise that there are differences and sometimes tensions between these groups.

There is a diverse amount of ethnicities in the City’s local government area, which adds to the complexity of the community. As is shown in Figure 2 (page 8) there is a diverse array of ancestries, including 28% from England, 8% from Ireland and 3% from Germany.⁸ Other notable minorities include those from North-West Europe (5%), Southern and Eastern Europe (3%) and Asia (2%).⁹

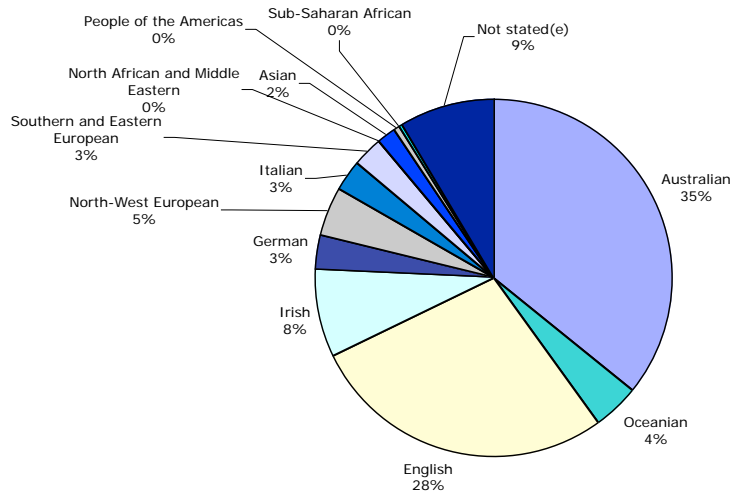
Diversity was a common theme amongst interviewees, with suggestions that the area was becoming increasingly diverse, *“there’s a high proportion of Maoris perhaps as many as Indigenous people, and a high proportion of South Africans, which come from mining regions and a significant amount of Asian migrants too”*.

⁷ Australian Bureau of Statistics (2001) Kalgoorlie/Boulder (C) (LGA 54280) Census Profile

⁸ Australian Bureau of Statistics (2001) Kalgoorlie/Boulder (C) (LGA 54280) Census Profile

⁹ Australian Bureau of Statistics (2001) Kalgoorlie/Boulder (C) (LGA 54280) Census Profile

**Figure 2: City of Kalgoorlie-Boulder Ancestry
(by Birthplace of One Parent or Both)**



The City's demographic data details a community with a distinctive gender imbalance, a high proportion of young families and a significant Indigenous population. Given these distinctive demographic characteristics in Kalgoorlie-Boulder it is not surprising that there are unique challenges facing residents.

Culture and Economy

In part it is Kalgoorlie-Boulder's isolation, especially from the State's capital Perth that has borne a community that has made do with their surrounds and harnessed their assets to the best of their ability. From its earliest beginnings with the discovery of the gold near the turn of 20th Century the culture of Kalgoorlie has been a unique one, which reflects its natural environment, industry and wide variety of people that call it home.

Reminiscent of the idealised extremes of America's wild west, Kalgoorlie has a reputation for hard living. Hard work, heavy gambling and drinking are but some of the defining elements of a culture that was well entrenched many years ago. The strong drinking culture of Kalgoorlie-Boulder was evident in 1903, as Kalgoorlie boasted 93 pubs in a town that had exploded to almost 30,000 people.¹⁰ Though in more recent times to define Kalgoorlie-Boulder in these terms would provide an incomplete picture of a community that has evolved greatly.

Kalgoorlie-Boulder's reputation as a very masculine and extreme place has definitely altered over the years, as more ethnic diversity, changing values and economic shifts have brought new opportunities. In more recent years the shift in cultural values in Kalgoorlie-Boulder (and throughout the industrialised world) have seen communities come to value their own culture and history. It is this shift in values that has seen the growth in the industries of cultural and eco-tourism in Kalgoorlie-Boulder.

¹⁰ Website www.frogandtoad.com.au/wa/out/kalgoorlie/ - accessed 225/2/05





In part the shifting recognition and economic value of tourism that harnesses local mining history, Indigenous culture and environmental beauty reflects the evolution of the local economy. In light of the finite nature of mineral extraction – some predict only a 15-year lifespan for KCGM's operations – and fluctuating commodity prices these changing directions for Kalgoorlie-Boulder's economy and culture point towards a more sustainable future.



Target Groups

The recognition of who is most in need within a community and identifying the challenges they face is the first step towards providing programs/services to meet these challenges. Effectively responding to these challenges benefits the entire community, assisting them to realise their potential. However, in identifying the key needs of the community it is critical that there is a demarcation between a) those groups *perceived* to be in need; and, b) those groups *actually* in need. Following on from this recognition, is the necessity to understand a) those programs/services *perceived* to be needed; and, b) those programs/services *actually* needed.

Recognising these distinctions between perceived and actual needs within the community enables KCGM to be aware of those issues that the community *thinks* are of importance, as compared to those issues that *are* of importance. With this knowledge KCGM will be able to channel its resources into the areas that will have the greatest impact for the community and build upon KCGM's credibility with other key stakeholders and community leaders.

The following section seeks to illuminate the distinctions between perceived and actual need within Kalgoorlie-Boulder. To do this a broad and extensive review of community perception has been conducted via one-on-one interviews, which has been used to ascertain the community's perceptions of those groups they consider to be in most need and those programs/services that are most needed.

Who is perceived to be most in need?

The community's perceptions of themselves may not be an accurate reflection of their world; regardless, by being aware of these perceptions KCGM can apportion their funding support with a clear understanding of the community's thoughts.

Through a series of in-depth interviews conducted by Q & A in 2004 (March-April) and another smaller sample conducted in 2005 (February) the perceptions of the community were gathered on a number of issues pertinent to Kalgoorlie-Boulder. The results of those interviews suggested that community members believe that the following community groups are most in need in Kalgoorlie-Boulder:

- Indigenous community (freq: 5)¹¹
- Youth – especially Indigenous (freq: 5)
- Aged (freq: 3)
- Young Families (freq: 2)
- Sporting groups and organisations (freq: 1)

Of all the responses provided in regards to those community members most in need, it was the Indigenous community that was identified as being the group most in need – *"They [Aborigines] are definitely the group that is the most disadvantaged, they are often the most in need of help, but hardest to get programs to"*. Most respondents also mentioned young families, seniors and young members of the community. However, it was also stated that the more vocal community members were more effective in getting their message across to the broader community, via the media. One interviewee stated, *"sporting organisations perceive*

¹¹ This reflects the frequency of this response, from 7 community service interviewees. The frequencies reflect multiple responses. This result is indicative only due to the small sample size.



themselves to be in great need, but they generally aren't, although they are seeking more infrastructure and support they are generally well served. But they are very vocal and have greater media exposure than others..."

Who is actually most in need?

Setting aside the perception of need in the community, it is the identification of actual need that is the most challenging. As per the interview responses and the review of strategic documents, the following elements of the community were deemed most in need:

- Indigenous community – especially fringe dwellers (freq: 5)
- Indigenous youth (freq: 3)
- Youth (freq: 3)
- Seniors (freq: 3)
- Young Families (freq: 2)

It is difficult to isolate particular segments of the Indigenous community that are more in need than others; however, stakeholders and the desk top research consistently identified Indigenous youth and those inhabiting the fringes of Kalgoorlie-Boulder as being of particular concern. As evidence by one stakeholder who suggested, *"Aborigines, they are often swept under the carpet, including issues across health, employment..."* or another who said *"...the Aboriginal community especially fringe dwellers coming in from the desert regions - they are very disadvantaged"*.

While, amongst the broader community a number of interviewees stated that youth were in need of recreational activities and other services, others suggested young families and seniors required various support programs/services. Comments from stakeholders in regards to the broader community suggested, *"15 to 19 year olds are the most in need in the community"*; *"Kalgoorlie-Boulder is the worst in the State for the provision of employment for 15 to 19 year olds"*.



Services and Programs

Identifying perceived community needs of Kalgoorlie-Boulder residents has been the focus of the City's Community Perception Survey, published in the *Needs Analysis: Community Services Gap Analysis and Mapping & Community Perception Survey*, in September 2002. The community perceptions garnered through this research aimed to assist the City in determining the key concerns of the community, which was then compared to the known gaps as per key stakeholders in their specialist field. The results of the survey identified a number of concerns that were perceived to be of issue to the community.

The following services/programs were identified in this survey as being in need:

Health

- Specialist health services
- Speech and hearing services
- Paediatric services
- Accident and emergency services
- Dental services
- Alcohol and drug support

Aged Care

- Retirement/supported accommodation
- Respite services
- Medical services – palliative and restorative care

Environment

- Domestic recycling

Setting aside the results of the City's research, the interviewees that were contacted by Q & A identified these additional community perceptions of need for services/programs:

- Sports programs and facilities
- Youth services and activities – especially Indigenous
- Young families
- Seniors

In light of these results from the City's research and Q & A's interviews there was a reinforcement of some key service areas, such as services for seniors, youth, and young families. It is interesting to note that Indigenous services did not feature highly in the City's research.

Community challenges and services/programs

In answering the question: *What services/programs are actually most needed in Kalgoorlie-Boulder?* It is important to recognise what challenges are actually being faced by those most in need. Research highlighted a number of significant challenges facing specific community groups. There is a significant difference between the challenges facing Indigenous and broader community members, as issues of race, health, education, family violence and historical experiences will attest.

1. Indigenous community

Historically Indigenous people of the Kalgoorlie-Boulder region and indeed the whole of the country have been confronted with numerous life challenges. From the earliest contact with European settlers and explorers, Indigenous people have needed to adapt or survive the imposing cultural strength of non-Indigenous cultures. Present day Indigenous communities of Kalgoorlie-Boulder are no different, as they have strived to maintain their culture, families and livelihood to varying degrees of success.

The local Indigenous community has and continues to be – to varying degrees – socially excluded from the broader community. According to Somerville (1998), social exclusion refers to a two-tiered exclusion; firstly, from the labour markets, and secondly, it relates to the “denial of social citizenship status”.¹² Furthermore, social exclusion as understood by Randolph and Judd (1999) is defined by the following elements:

- Social exclusion is multi-dimensional, that is, it encompasses social, economic, cultural and political processes
- It refers to joined-up problems, which act together to reinforce disadvantage
- It refers to individuals and areas – it is both a social and spatial problem
- It extends beyond poverty, and is “also about access to life chances and non-material attributes and values”¹³

These descriptions of the key characteristics of social exclusion go a long way to explaining the “joined-up problems” that face the Indigenous community in Kalgoorlie-Boulder. In the case of fringe dweller communities and some young Aborigines these challenges appear to be even more severe and manifest themselves in various ways.

In response to the complex challenges facing the Indigenous community there are a number of services/programs being delivered to the community. These range across a number of areas, which include:

- Violence, Crime and Justice
- Health
- Training, Employment and Economic Development
- Family and Community Development
- Housing
- Land, Heritage and Culture¹⁴

According to the *Mapping and Gap Analysis of Indigenous Services and Programs in the City of Kalgoorlie-Boulder: Towards a Framework Agreement* document, there are approximately 127 services/programs being delivered in Kalgoorlie-Boulder to the Indigenous community (see Figure 3). Of the areas identified 26% are being delivered within the area of Family and Community Development and 20% within Housing.¹⁵ All other areas account for between 15%-10% of services/programs delivered to the Indigenous community, with the exception

¹² Somerville, P, 1998, *Explanations of Social Exclusion, Where Does Housing Fit In?*, Housing Studies, 13:6, pp. 761-762.

¹³ Randolph, B and Judd, B, 1999, *Renewing Disadvantaged Areas: Issues and Policies*, paper presented to the Creative Approaches to urban Renewal Conference, Shelter WA, Perth, 15 June.

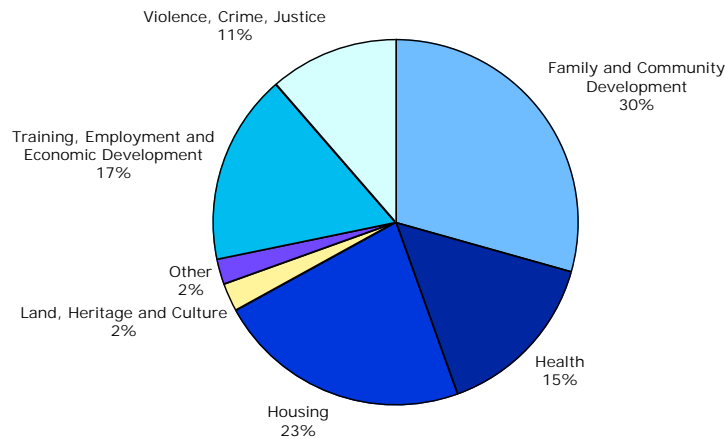
¹⁴ DIA, ATSI and City of Kalgoorlie-Boulder, 2002, *Mapping and Gap Analysis of Indigenous Services and Programs in the City of Kalgoorlie-Boulder: Towards a Framework Agreement*, pp. 27-53.

¹⁵ DIA, ATSI and City of Kalgoorlie-Boulder, 2002, *Mapping and Gap Analysis of Indigenous Services and Programs in the City of Kalgoorlie-Boulder: Towards a Framework Agreement*, pp. 27-53.



of Land, Heritage and Culture and Other, which receive approximately 2% of services/programs each.¹⁶

Figure 3: Current Focus of Indigenous Program Delivery in the City



Challenges for Ninga Mia

Of all segments of the Indigenous community, perhaps the most challenged are those situated on the fringes of urban development. Already encumbered by those issues confronting the Indigenous community more generally, those living for example, at Ninga Mia must also meet the challenges of locational disadvantage and the fluctuating nature of their population, particularly as a consequence of those populations moving in from the Western Desert. The following challenges have been identified for those living in Ninga Mia:

- Few post school qualifications
- High level of non-attendance from school
- Limited transport to school
- Houses cramped with visiting families, placing increased pressure on housing
- Management capacity of community is limited
- Significant proportion of single-parent families
- Domestic violence¹⁷

Challenges for Indigenous Youth

The experience of Indigenous youth in Kalgoorlie-Boulder is a focus for the City of Kalgoorlie-Boulder and the Indigenous leadership in the community. Various programs have been devised to arrest these negative patterns that have become commonplace for some young Indigenous people. Some of the challenges facing the youth include:

¹⁶ DIA, ATSIC and City of Kalgoorlie-Boulder, 2002, *Mapping and Gap Analysis of Indigenous Services and Programs in the City of Kalgoorlie-Boulder: Towards a Framework Agreement*, pp. 27-53.

¹⁷ DIA, ATSIC and City of Kalgoorlie-Boulder, 2002, *Mapping and Gap Analysis of Indigenous Services and Programs in the City of Kalgoorlie-Boulder: Towards a Framework Agreement*.



- Poor levels of education
- Substance abuse and addiction
- Limited housing options
- Poor access to passive recreation activities
- Limited leadership opportunities and representation
- Early pregnancies

Clearly, community development delivery in the Indigenous community is a complex task, and one that is consistently being reviewed with a view to maximising resources into the areas of most need.

2. Youth

As stated in the City's *Needs Analysis: Community Services Gap Analysis and Mapping & Community Perception Survey (2002) (Needs Analysis)*, "it is apparent that services for youth are not meeting the demand in Kalgoorlie-Boulder".¹⁸ The challenges being faced by this segment of the community includes limited passive recreation activities, which includes "structured and informal social activities as well as ongoing social contact and support".¹⁹ It is acknowledged through this research conducted by the City that addressing some of these issues, such as boredom and limited recreational opportunities will have positive long-term and short-term effects upon youth. In particular, improvements to services for youth are anticipated to alleviate, to some degree, the "anti-social behaviour, drug and alcohol abuse, mental health problems"²⁰.

The perceptions of youth and the services that they felt they required were identified through the research conducted by the City of Kalgoorlie-Boulder. In the City's *Focus on Youth: A Living in Harmony Project Needs Analysis Report (2002)* it was revealed that the young people of the community perceived the following areas as being inadequate:

- Alcohol and drug rehabilitation services
- Entertainment and social activities
- Youth friendly public space
- Safety and protection
- Shopping facilities

At present there are various programs and services being delivered by the City and other agencies to address some of the challenges they are facing, which seek to alleviate the level of boredom being experienced. Such programs include:

Thursday Nights: Held at the Recreation Centre, which has at this stage been run as a pilot program, which aims to provide some structured and passive activities. Importantly, this program also offers youth a space in which they can be with their friends, away from the family home. The provision of safe and engaging spaces for youth is important for the long-term independence of youth and it is also an opportunity for young people to mix, especially for those of different social backgrounds.

¹⁸ City of Kalgoorlie Boulder in partnership with the Lotteries Commission of Western Australia (2002) *Needs Analysis: Community Services Gap Analysis and Mapping & Community Perception Survey*, p. 17.

¹⁹ City of Kalgoorlie Boulder in partnership with the Lotteries Commission of Western Australia (2002) *Needs Analysis: Community Services Gap Analysis and Mapping & Community Perception Survey*, p. 17.

²⁰ City of Kalgoorlie Boulder in partnership with the Lotteries Commission of Western Australia (2002) *Needs Analysis: Community Services Gap Analysis and Mapping & Community Perception Survey*, p. 17.



Adeline (Golden Grove) Drop in Centre: This centre provides youth with a space to meet with other friends in a safe and convenient location. It also enables access to basic support services and referral opportunities, which are provided by Centrecare, a non-profit organisation.

Youth Council: This is a reference body that is being facilitated by the City of Kalgoorlie-Boulder, which provides a forum for youth to express their concerns and a vision for their future. This representative body has the potential to maximise the direction of community development programs within Kalgoorlie-Boulder and also build the leadership skills and self-esteem of youth.

3. Seniors

The lifestyles of those aged members of the Kalgoorlie-Boulder community will be an ever-increasing concern for the local council and varied government agencies with the natural Baby Boomer demographic bulge. Currently there are approximately 1000 seniors in Kalgoorlie-Boulder, 70 years of age or older, which are evenly distributed in the age cohorts of 70-74, 75-79 and 80 and over.²¹

As part of the City's *Needs Analysis* (2002) it was revealed that there was a perceived need for the following aged care services:

- Retirement/supported accommodation
- Respite services
- Medical services – palliative and restorative care

These perceptions of need were to a large degree supported by stakeholder perspectives. In particular further research by the City suggested that palliative care providers in the area were limited to the Golden Reflections Palliative Care and Silver Chain Nursing Association.

Golden Reflections Palliative Care provides home-based companionship, which is limited to its client care with a maximum of 25 clients possible at any one time.²² All staff at the organisation are volunteers, of which there are ten in total.

Silver Chain Nursing Association is a well-known palliative care provider, which is staffed by six full-time and 12 part-time employees.²³ Silver Chain's services are not limited to palliative care services, as they also provide a number of other programs for the maintenance of the community's health.

4. Young Families

As evident in the demographic information for Kalgoorlie-Boulder there is a high proportion of young families in the community. With the increasing demands placed on working families, especially those working 12-hour shifts, the stress placed on families is a challenge for the community. Sustaining a vibrant and functional lifestyle in Kalgoorlie-Boulder is important for KCGM and its employees with young families, as it aids in the retention of staff and promotes a happier more productive employee community. As indicated by the City's *Needs Analysis* (2002), the following needs were identified for young families:

²¹ City of Kalgoorlie Boulder in partnership with the Lotteries Commission of Western Australia (2002) *Needs Analysis: Community Services Gap Analysis and Mapping & Community Perception Survey*, p. 19.

²² City of Kalgoorlie Boulder in partnership with the Lotteries Commission of Western Australia (2002) *Needs Analysis: Community Services Gap Analysis and Mapping & Community Perception Survey*, p. 19.

²³ City of Kalgoorlie Boulder in partnership with the Lotteries Commission of Western Australia (2002) *Needs Analysis: Community Services Gap Analysis and Mapping & Community Perception Survey*, p. 19.



- Out of school care
- Child Care
- Speech Pathology services
- Paediatricians

These above needs identified are underlined by the demographic data that shows a community in Kalgoorlie-Boulder with 26% of its population within the 0-14 age cohort, which compares with 21% within the State.

5. Williamstown

The close proximity of KCGM's mining operations to the settlement of Williamstown and its relative isolation from the broader Kalgoorlie-Boulder community has been a source of tension for all concerned. As is evident in the *Cooke Review (2004)* there are a number of issues confronting the community of Williamstown. These include:

- Very poor relationship with State government departments eg Department of Industry and Resources
- Uncertain land tenure
- Noise, vibrations and dust from mining operations
- Uncertainty in regards to mining activities and expansion

Further to the research provided by the *Cooke Review* additional interviews have revealed local perspectives of the challenges facing the people of Williamstown. The community faces a number of additional challenges, these include:

- Social and economic disadvantage
- Limited accessibility to local amenities
- Barren street landscapes

Interviews with local stakeholders described the Williamstown community as follows: *"Economically and socially they are the most disadvantaged Anglo-Saxon community"; "There are low property prices and the home ownership rates are very low, it has led to residents being very emotive"; "It has the least amount of public infrastructure in Kalgoorlie".*

It was telling that throughout all of the second phase one-on-one interviews a significant proportion of interviewees were not particularly familiar with the challenges that are facing the Williamstown community, or for that matter any specific programs that are being addressed to mitigate their challenges. Additionally, it was mentioned that agencies were reluctant to address issues in the community, given the uncertainty of the community's tenure and their residential longevity in the area.



KCGM: Place in the community

KCGM is a powerful mining company within the City, with a view to sustaining this economic strength and building on its relationship with the local community. KCGM provides the management and operational support for joint venture partners Newmont Australia Limited and Barrick Gold of Australia Ltd. The venture includes the Fimiston Open Pit (Super Pit), Mt Charlotte Underground Mine, Fimiston Mill and Gidji Roaster.

Stemming from the earliest discovery of gold in the late 19th Century, the Super Pit has evolved over many years of extraction by successive mining companies and individuals. A far cry from the humble extractive processes at the turn of the century the Super Pit that now operates in the south-eastern section of Kalgoorlie-Boulder boasts a length of 3.8kms, a width of 1.35kms and a depth of 500 metres, making it the largest open pit gold mine in the country. Its impressive size and efficient mineral extraction techniques and management sees the Super Pit producing up to 850,000 ounces per year.

KCGM is a significant employer in the community, the majority of which live locally. Employing 652 permanent employees KCGM provides an income for around 2.3% of the City's population. This significant figure does not however account for the additional 210 contract-based employees.²⁴ Following mining industry trends, the workforce demographic is predominately male; however KCGM has a slightly higher proportion of female employees than the industry average at 14%. Currently 1.4% is Indigenous with KCGM actively seeking to redress some of this imbalance through their Indigenous employment program.

As the managing partner for the joint venture owners, KCGM has a direct relationship with the community of Kalgoorlie-Boulder in which it operates. Given the current and future role of the Super Pit operations in the community it is paramount that KCGM maintains its good relationship with community members. It is the Super Pit's close proximity to the residents of Kalgoorlie-Boulder that poses unique challenges and opportunities for both the community and KCGM.

KCGM and community relations

Building a good relationship with the community is important to KCGM; indeed its strength is also a key driver for many in Kalgoorlie-Boulder. As outlined in KCGM's community relations Overview & Commitment "While maintaining economic viability is vital, our operations need the support of the Community to reach full potential".²⁵ To reach this end KCGM has identified a public relations vision that will guide their decision-making: **Consider, Communicate and Contribute**. Specifically, this entails the following principles:

- Consider all cultural, social and heritage issues when planning any activity.
- Consider buying local first.
- Communicate openly and effectively with both employees and the community (which employees are also part of).
- Listen to the community about its concerns and expectations, and act upon this formation to continually improve operations.

²⁴ Newmont (2002) *Now and Beyond 2002: KCGM Report*

²⁵ Website www1.superpit.com.au/page/comrel_overview.asp – accessed 15/2/05

- Positively contribute to the community through local sponsorship, support and participation.
- Encourage employees, through training and resources, to continually improve community relations.²⁶

Complementing the public trajectory of the company is the strategic direction of the company as detailed in KCGM's *Public Relations Strategic Plan 2004 (Strategic Plan)*. Amongst other details the Strategic Plan outlines five major objectives for the year. These are as follows:

- To ensure everyone acts with the "Consider, Communicate, Contribute" principles.
- To be recognised as a good corporate citizen, actively involved in the local community.
- To maintain and grow our positive relationships with key stakeholders in the Kalgoorlie-Boulder community to ensure ongoing community support for our operations.
- To promote a positive internal culture "we're proud to be part of the local community", and therefore must be proud to work at KCGM.
- To increase our understanding of the local Indigenous population and work towards improving these relationships through cross-cultural training, and employment opportunities.²⁷

Collectively, these principles and objectives provide a guide for the manner in which KCGM seeks to build its relationship with the community. To summarise these documents, KCGM seeks to achieve the following:

- Be culturally sensitive in its operations
- Support local enterprise
- Communicate effectively internally and externally to build relationships
- Utilise community feedback to improve operations
- Contribute to the community with funding, support and participation
- Support employee learning to improve external relations
- Be recognised as a good corporate citizen
- Be proud of their community
- Increase understanding of the Indigenous community and foster employment opportunities

Part of KCGM's direct involvement in the community includes their support for a variety of events that aid to build community spirit. Typical of KCGM's level of commitment is its financial support for the annual St Barbara's Festival. This well patronised event provides an excellent opportunity for the community to celebrate their place and their pride.

These corporate goals for KCGM's community relations are a progressive step towards building and maintaining excellent relations with their community. Being able to implement these in a meaningful way will benefit the community and KCGM, as it strives to increasingly improve its performance as a mining company and its relationship with the community.

²⁶ Website www1.superpit.com.au/page/comrel_overview.asp – accessed 15/2/05

²⁷ KCGM, 2004, *KCGM: Public Relations Strategic Plan 2004*, p. 4.



KCGM and Indigenous relations

As part of KCGM's public relations strategy there are specific objectives that seek to enhance their relationship with Kalgoorlie-Boulder's Indigenous community. It is envisioned that these will be culturally sensitive, economically advantageous for Indigenous communities, and sustainable. The Final Draft of KCGM's Indigenous Peoples Policy indicates the direction of the company in the ensuing years. The policy recommends that KCGM:

- 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.
- Wherever reasonable, provide local Indigenous businesses with the opportunity to participate directly or indirectly in supply opportunities.
- Monitor and assess Indigenous relations performance, and strive for continuous improvement.

These recommendations will be, where appropriate, used to guide the identification of community development strategies for the Indigenous community, with the aim of having one significant and visible partnership in place by the end of the year.



Current KCGM Focus and Funding

Stakeholder feedback on funding

As is evident through discussions with local stakeholders KCGM's funding to date appears to be having a positive impact on the community of Kalgoorlie-Boulder. Particularly, it is the community events that have received the most praise from interviewees.

Existing funding priorities, such as the St Barbara's Festival, have shown to be very popular with those interviewed, comments included: *"it has been an effective event, in bringing a range of people together in the community"; "a diverse group of people attend...it means that we get to celebrate our community"*. Similarly, there were several positive comments received in regards to the Community Fair, again these were supportive of the event's ability to bring the community together: *"it's nice to have us all together at the fair"; "people really get into the day, they get a lot out of it"*.

Such praise for community events such as the St Barbara's Festival and Community Fair, suggest that the funding for these events is having positive impacts upon the community and enabling people to come together in a relaxed atmosphere. It is not surprising that these reflections from the community have come forth given that these events offer an opportunity for the entire community to participate.

There were also a number of comments from those interviewed in regards to the Polly Farmer Foundation and the positive impact this was having on the Indigenous community. Comments included: *"It is having a very positive impact, and giving a real opportunity to the kids"; "not often is there a chance to support a program that assists people in realising their potential"*. Such praise for the scheme suggests that it is well received by local stakeholders and one that deserves to be considered for future funding.

KCGM funding priorities 2004

In broader terms the financial support that KCGM provides to varied community organisations, events and programs is indicated in Figure 4 (page 23). Throughout 2004 KCGM contributed \$127,688 into the local community events and programs, excluding \$80,000 in-kind support to the St Barbara's Festival, and other contributions.²⁸

Across a range of areas KCGM contributes to the development of the community, with significant amounts being donated to the Goldfields Tourism Association (19%), Kalgoorlie-Boulder Landcare Group (KBULG) (10%) and the Graham "Polly" Farmer Foundation (10%).²⁹ Commitment within these areas is recommended to continue given the importance of tourism to the long-term economic health of Kalgoorlie-Boulder; while support for the KBULG's environmental programs and the Graham "Polly" Farmer Foundation are both areas of perceived need within the community and have significant value for residents.

Further to the support received from KCGM in the aforementioned areas, there is substantial financial received within a wide variety of areas, ranging from sport, health, community festivals, charities and building restoration. St Barbara's Festival received 8% of KCGM's annual spend, in addition to the \$80,000 in-kind support. Lesser amounts of financial assistance were delivered to the Community Fair, which received only 4% of annual

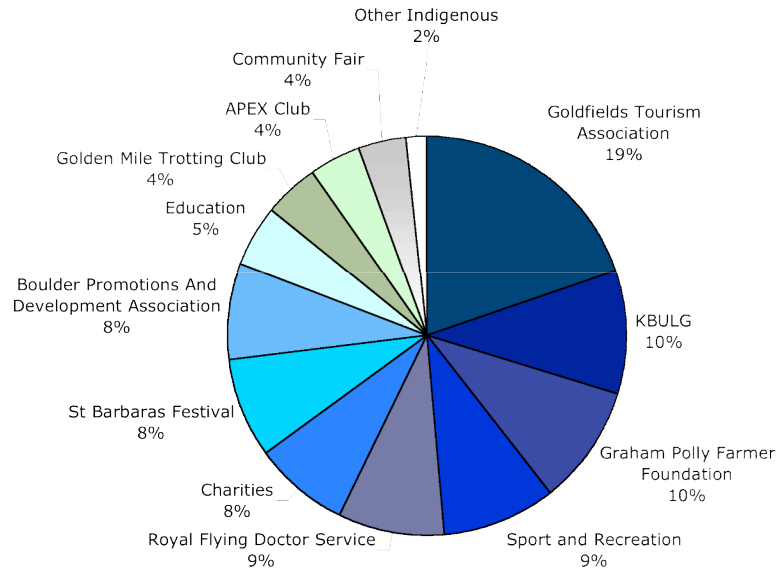
²⁸ KCGM (2005) funding records

²⁹ KCGM (2005) funding records



spend. In light of the feedback received from community stakeholders, continued support for St Barbara's Festival is recommended, as is an increase in expenditure on the Community Fair, which is currently apportioned 3% of annual funding.

Figure: 4 KCGM Community Funding 2004



Source: KCGM 2005



Recommendations

Community Development Guidelines

The provision of effective community development in the Kalgoorlie-Boulder area will require a co-ordinated approach by local, State and federal government agencies, along with non-profit agencies. Similarly, the role that corporate entities play in supporting community development strategies must also complement those existing services/programs being delivered, such that there is not any overlap or duplication.

Identifying specific community development strategies for the Kalgoorlie-Boulder community requires guidelines that assist the decision-making process to be consistent. As an extension of KCGM's public relations approach, the following guiding principles are suggested:

- **Consider** partnerships that enhance inclusion within the City's diverse community, in particular programs that target the Indigenous community, young people, seniors and young families.
- Support community development strategies that:
 - Improve education and economic self-sufficiency
 - Sustain a healthy and safe community
 - Provide strong pathways to youth and Indigenous employment
 - Promote the history and cultural identity of the City
 - Enhance and protect the natural environment
- Form partnerships that provide opportunities for KCGM staff to **Contribute** to community development.
- Provide assistance to partnership organisations, supporting them to **Communicate** to a diverse community demographic.

These guidelines should form the basis of KCGM's support for community development funding, though they should not become prescriptive; rather, there will be a need for KCGM to review these annually. As KCGM's operations and culture alter over time, so too does the community of Kalgoorlie-Boulder, which in turn should be reflected in the community development strategies being supported.

As mentioned earlier it is important that the community development direction of KCGM is consistent with that of local stakeholders. This need is especially so for the City of Kalgoorlie-Boulder, maintaining a consistent approach that complements, rather than contradicts their priorities is important. The City has identified the following areas as being of particular importance:

- Youth services
- Employment generation: traineeships and cadetships
- Indigenous development services
- Growth industries, such as tourism
- Reconciliation between Indigenous and non-Indigenous communities
- Strengthening community groups
- Community events and activities eg St Barbara's Festival, Community Fair

These local government priorities are consistent with those guiding principles as outlined above for KCGM's community development strategies.



Community Development Strategies

To maximise the impact of community development funding support the focus should be upon those *actual* needs identified through desktop research and consultation phases. These will traverse those community groups identified as being most in need; they are the Indigenous community – especially fringe dwellers; Indigenous youth; youth within the broader community; seniors and young families.

Indigenous Community

Based on this social needs analysis, the following Indigenous community development programs are suggested for consideration:

Health and Safety

- Financial support to the Bega Garribirringa Health Service – especially outreach programs to Ninga Mia
- Promotion of family violence prevention programs
- Support the development of a drug rehabilitation facility in collaboration with government agencies
- Promotion and support of programs that raise awareness of health issues amongst Indigenous men

Community Governance

- Initiation and support of community governance models for Ninga Mia, such as a Indigenous Community Reference Group

Housing

- Support of culturally sensitive housing design to accommodate transient community members – such as those from desert communities in Ninga Mia

Economic participation

- Continued delivery of cross-cultural awareness training to KCGM staff, with a view to extending this amongst as many staff as possible
- Consider supporting existing cross-cultural awareness programs for the general Kalgoorlie-Boulder community
- Increase collaboration with Indigenous employment providers particularly those that are well connected to the mining industry
- Continue to seek out appropriate Indigenous enterprise for contracting work within the mining industry

Cultural heritage

- Initiate and/or support existing Indigenous art exhibition(s) – focussing upon local artists from Ninga Mia if possible
- Support and provide connections between mainstream mine tourism with existing Indigenous cultural tourism
- Initiate school activities and programs that seek to promote Indigenous heritage, with potential for KCGM direct participation



Indigenous Youth

There are a number of challenges facing Indigenous youth in Kalgoorlie-Boulder, namely: poor education, substance abuse, limited recreational options, limited leadership opportunities and a high proportion of young pregnancies. The following community development strategies are suggested to address, to some degree, these challenges:

Education and Training

- Continued Support for the Polly Farmer Foundation's education scheme
- Continued provision of school bus service for the Ninga Mia community
- Support the football-schooling program as modelled upon Perth's Contarf program
- Continue and maintain collaboration with Indigenous employment placement agencies
- Identification of relevant avenues for Indigenous youth into KCGM's employment opportunities
- Site visit opportunities for selected Indigenous youth, which will expose youth to specific opportunities for employment

Substance Abuse and Health

- Support the development of a drug rehabilitation facility in collaboration with government agencies, which is sensitive to the needs of addicted youth
- Support for the ATP early mothers program
- Support programs to reduce the access of alcohol dependency
- Consider the provision of education programs to increase awareness of solvent use
- Provide health transport service from Ninga Mia to appropriate services

Recreation and Leadership

- Support the promotion of greater Indigenous involvement in the City of Kalgoorlie-Boulder's Youth Council or,
- Initiate the establishment of a Indigenous Youth Council that can work with the City's Youth Council
- Support the City's provision of the Thursday Nights at the Rec Centre
- Support the development of culturally sensitive youth outreach programs
- Identify potential for passive recreational programs that complement the City's existing programs, with priorities as determined by Indigenous youth
- Initiate Indigenous Arts project, such as the Awesome Festival's Reach Out – which uses the group creation of digital wallpaper, mosaic or installation that celebrates Indigenous art and culture.

Youth

As previously mention the challenges confronting youth within the broader community are less severe than those being faced by Indigenous youth but are still an important focus. The following strategies are suggested to meet some of their needs.

- Support the local Youth Council and specific events/activities or programs that are suggested
- Support Centrecare's youth drop-in centre in Golden Grove (Adeline)
- Develop site visit program for youth to gain an insight into the potential opportunities within KCGM's operations
- Establish mentoring program with specific KCGM staff to support high achieving youth and establish early links with potential employees
- Support health promotion within the community that focuses upon youth suicide prevention, early pregnancies, and drug and alcohol abuse



- Support programs that seek to provide drug rehabilitation for those dependent on alcohol and/or drugs
- Support youth events and activities that offer youth opportunities for passive recreation, such as a youth festival that is a “sister” event with the St Barbara Festival

Seniors

The aged community of Kalgoorlie-Boulder is largely in need of varied facilities and programs that assist in their ability to age in-place. To achieve this broad goal the following community development strategies are suggested:

- Support the provision of palliative care through providers such as, Silver Chain and the Golden Reflections Palliative Care organisation
- Support the provision of facilities for retirement and/or aged health care through lobbying of key agencies
- Initiate a KCGM staff program that connects with aged community, which serves to increase awareness of senior needs in the community

Young Families

Being able to juggle the dual demands of having a young family and working life is a difficult job for many families. In particular, these demands are exacerbated within families that have both parents working, or are single parent households. The following community development strategies seek to address these issues:

- Support the provision of paediatric services, especially speech pathologists and paediatricians by lobbying of key State departments and medical providers
- Support current child care centres to provide extended hours of support to families, or
- Provide KCGM sponsored staff at child care centres to enable working staff to cope with 12-hour shift demands
- Support current Out of School Care centres to provide extended hours of support to families

Williamstown

In light of the *Cooke Review* and the interview material collated to date it is clear that the residents of Williamstown have received limited support from local agencies and support organisations. Given the community's close proximity to KCGM's operations the ability to develop an amicable relationship with Williamstown is a goal that will require consistent attention. Though some of the issues facing the residents at Williamstown are beyond KCGM's control the following community development strategies are suggested to move towards a better relationship with residents. These include:

- Provide regular communications with residents informing to alleviate some of their anxiety in regards to KCGM current and future operations
- Dust minimisation green-belt planting in appropriate areas surrounding the community, with potential for KCGM's direct participation
- Basic street landscape upgrades that beautify the area, with potential for KCGM's direct participation
- Supporting community events such as street parties and small Williamstown events/activities, with potential for KCGM direct participation
- Encourage greater community participation in selected decision-making that impacts upon the community



Community Development Opportunities for KCGM staff

The greater the involvement of KCGM staff in community development strategies the better. This could include using KCGM's lobbying weight to increase State based service provision in the local area, staff's active participation in partnerships and activities and continued allocation of key management to community base committees and organisations that match their personal interests. Such involvement will:

- Raises awareness of KCGM in the community
- Demonstrate KCGM's commitment to the community in a way that funding alone cannot
- Increase the potential of building staff morale and workplace community
- Build links with the community for future community development activities
- Enhance KCGM's reputation with current and future staff

In light of the above benefits the following community development strategies provide a review of the existing and potential opportunities for KCGM staff to be involved in community development opportunities:

- Participation in events/activities in Williamstown and other areas
- Initiate a KCGM staff program that connects with the aged community, which serves to increase awareness of senior needs in the community
- Dust minimisation green-belt planting in appropriate areas surrounding the community
- Basic street landscape upgrades that beautify the area
- Develop site visit program for youth to gain an insight into the potential opportunities within KCGM's operations
- Establish mentoring program with specific KCGM staff to support high achieving youth and establish early links with potential employees
- Initiate school activities and programs that seek to promote Indigenous heritage
- Establish formal links between KCGM's Environmental Officer/Manager and any other interested staff to work with local environmental groups and organisations, such as Landcare
- Initiate an awareness program amongst mining companies to recycle operational by-products and waste.
- Develop a staff contact for each KCGM partnership from outside the PR department, in a similar way to Woodside Energy Ltd's Champions program.



Assessment Matrix

The following Assessment Matrix has been designed to plot the existing community spend by KCGM and indicate the areas that may be considered for future spending. The purpose of the percentage allocation is to guide KCGM when considering dollar contributions for specific community development strategies, with priority given to higher weighted areas. It is envisaged that this Assessment Matrix will be used to guide decision-making in regards to recommended community development strategies in previous sections. It is not however, designed to be prescriptive in funding allocations, rather to be used as a guide.

As is evident in the Assessment Matrix below there are a significant amount of funds being allocated to the area of History and Cultural Identity. Although this area is indeed a valuable area for community investment, there are other areas that are not addressed. In particular it is suggested that funding be considered for seniors, Williamstown and those that involve staff participation activities. Moreover, it is suggested that greater balance between these categories is attained in future.

Target ³⁰	Indigenous (35%)	Youth (25%)	Young Families (20%)	Seniors (15%)	Williamstown (5%)
Health and Safety	Royal Flying Doctor	Junior Sports Fund Royal Flying Doctor	Junior Sports Fund Royal Flying Doctor	Royal Flying Doctor	Royal Flying Doctor
Education and Training	Polly Farmer Foundation	Polly Farmer Foundation			
Pathways to Youth and Indigenous Employment	Polly Farmer Foundation	Polly Farmer Foundation			
History and Cultural Identity	Boulder Promotions St Barbara Festival (P) Community Fair Goldfields Tourism Ass. APEX Club	Boulder Promotions St Barbara Festival (P) Goldfields Tourism Ass. APEX Club	Boulder Promotions St Barbara Festival (P) Golden Mile Trotting Community Fair (P) Goldfields Tourism Ass. APEX Club	Boulder Promotions St Barbara Festival (P) Golden Mile Trotting Community Fair (P) Goldfields Tourism Ass. APEX Club	
Natural Environment	KBULG (P)	KBULG (P)	KBULG (P)	KBULG (P)	
Other					

³⁰ Please note that these Targets are based on those identified through the recommended guidelines for community development on page 3.

* The letter "P" has been allocated alongside those community development programs/activities that present an opportunity for KCGM staff involvement.



Conclusion

As has been detailed throughout the document identifying those most in need in Kalgoorlie-Boulder community, or indeed for any community is a challenging task. There are, at times, gaps between who is perceived to be in need, and those that are actually in most need. This gap is the natural subjectivity that colours all of our perceptions.

Setting this challenge aside, this Social Needs Analysis has identified five key groups within the community that are most in need; these are the Indigenous community (especially fringe dwellers), Indigenous Youth, Seniors, Youth and Young Families. Each of these groups face unique challenges, which have to varying degrees been addressed through a series of community development strategies.

These strategies seek to both address a specific challenge and find common ground with existing corporate policy from KCGM. This has borne a set of guidelines for appraising community development strategies that are married with KCGM's public relations principles "Consider, Communicate, Contribute".

It is advised that these guidelines for assessing community development strategies be reviewed annually to keep them concurrent with the evolution of the Kalgoorlie-Boulder community and that corporate culture of KCGM.

To conclude, this report has been the result of a variety of contributions from Kalgoorlie-Boulder. In particular it has been thanks to the time and efforts of the City of Kalgoorlie-Boulder and several key stakeholders in the City from State agencies, community groups and non-profit organisations.

In addition to the documentation provided from these various stakeholders there were also numerous interviewees that kindly donated their time to speak to Q & A about Kalgoorlie-Boulder. It is through their individual perspectives that it has been possible to gain a meaningful perspective on the local community, especially of those in the community that are most in need. We thank all of those stakeholders that contributed to the development of this report and look forward to working with them again for the Kalgoorlie-Boulder community.



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Appendix 2: Stakeholder Interview List

1. Chamber of Commerce and Industry/Landcare, Monday 14th February by telephone
2. Dept. of Environmental Protection, Monday 14th February by telephone
3. Department for Community Development, Tuesday 15th February 2005 by telephone
4. Dept. of Education and Training, Tuesday 15th February by telephone
5. City of Kalgoorlie-Boulder #1, Wednesday 16th February 2005 by telephone
6. Goldfields-Esperance Development Commission, Wednesday 16th February by telephone
7. Kalgoorlie-Boulder Apprentices and Trainees, Wednesday 16th February by telephone
8. City of Kalgoorlie-Boulder #2, Thursday 17th February 2005 by telephone

NB: In addition to the eight interviews conducted specifically for this Social Needs Analysis, there were 65 interviews that were conducted as part of Q & A's Social Impact Assessment, which were reviewed for this document.



