

## 6. CONCLUSION

Overall KCGM continues to demonstrate strong performance in managing its social licence to operate. It continues to rank highly in overall weighted performance when compared to its industry peers and has seen significant improvement in a number of important indicators since the last SIA in 2007.

The results of the SIA 2010 clearly demonstrate the direct impact that improved communications have within a community in driving trust and overall performance. KCGM's early engagement on closure, whilst likely contributing to some increase in concern among businesses about future opportunities, has had direct impact in significantly improving overall performance by KCGM among local residents. Businesses may need to be more actively engaged in closure strategy planning and supported to find ways to identify new opportunities for the future in the light of closure planning.

Local Indigenous community members and the residents of Williamstown continue to be priority areas for future attention. These relatively "isolated" groups of residents are likely to feel the effects and uncertainty surrounding closure more than other groups within the community and directed communication will be necessary over the next few years to find creative ways to engage this group in closure conversations and strategy design.

For the first time, this SIA included the views of neighbouring pastoralists and highlighted the crucial role that KCGM's direct relationship manager has in maintaining connection with this group of stakeholders. Relationships and communication were key drivers for overall performance within this small group of stakeholders.

Visibility of the management team was raised across the board in the qualitative components of the study. This area will continue to need attention to ensure that stakeholders see and have access to KCGM's leaders.

The reduced priority placed on safety initiatives and reductions in perceived importance for this indicator may warrant some direct communication, and the current program of safety communication will be an important tool in rebuilding internal and external trust in this area.

Finally this report highlights the complexities in closure planning going forward and provides a number of recommendations to take closure planning into the next stage over the next planning and implementation cycles.