

THE 3RD ANNUAL
SOCIAL LICENCE
& STAKEHOLDER ENGAGEMENT QLD
3-5 December 2012, Royal on the Park, Brisbane



Conference Presentation

Managing Information to Support a Social Licence to Operate

Tuesday 04 December 2012 1.10pm

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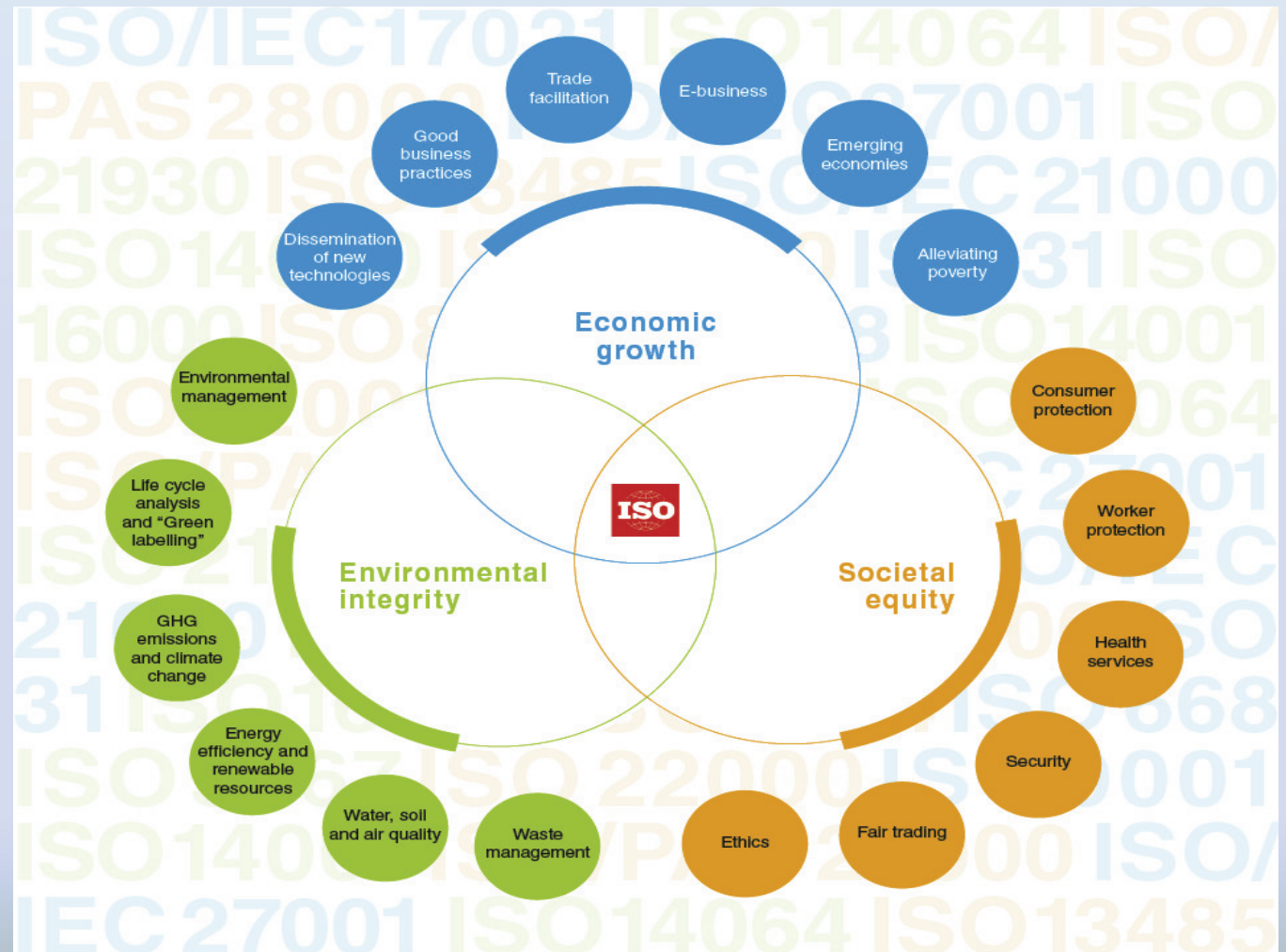


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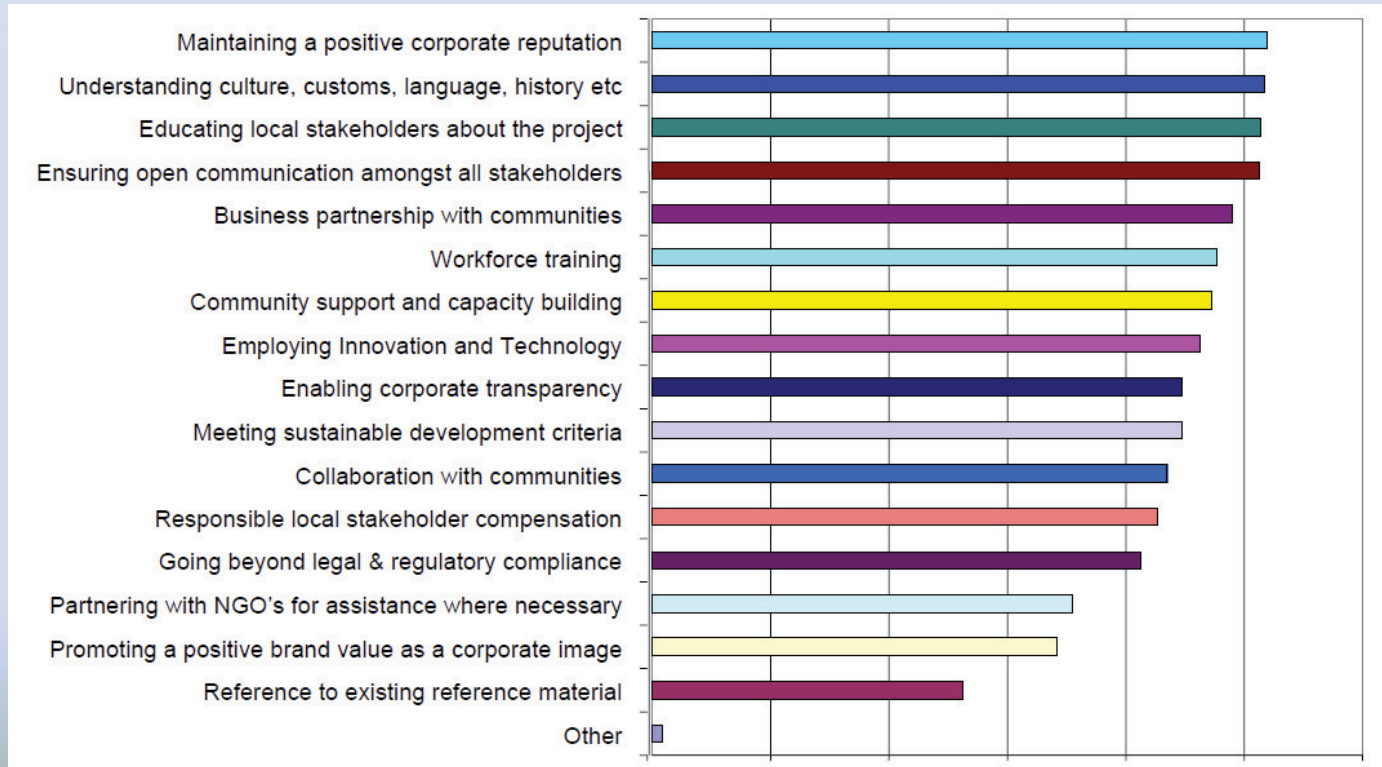
Presentation Summary

- Assessing what information is needed and who needs it
- Setting the protocols for access to the information database
- Setting the protocols for the dissemination of information
- Surveying current practices and identifying best practice



Presentation Summary (cont)

- Organisation culture – convincing staff to manage information effectively
- Implementing appropriate tools for information management
- Maintaining meaningful historical documentation
- Averting risk through correct and secure information management



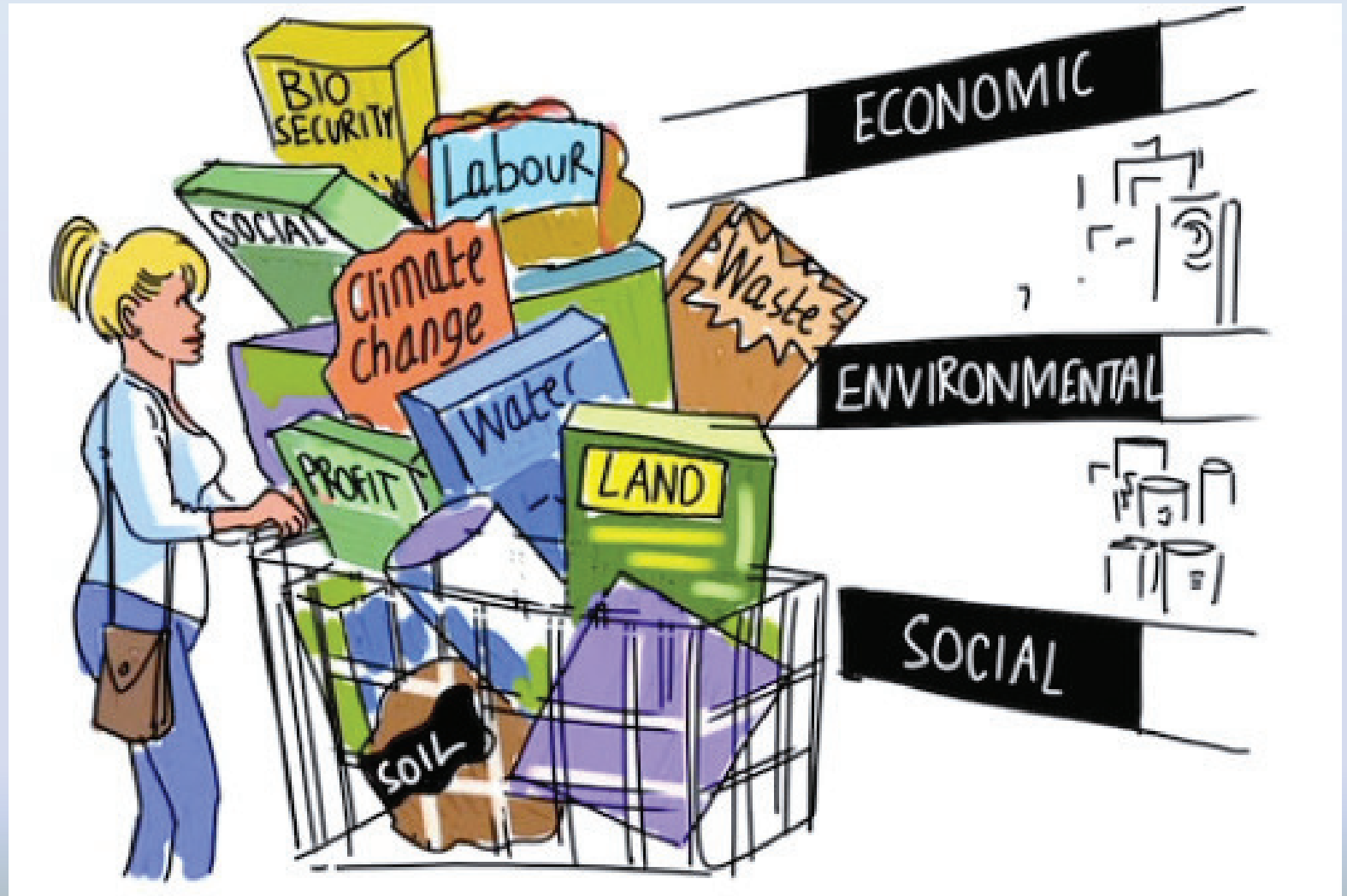
Introduction

- What is social licence?
- How do you define social licence?
- Purpose to reduce project risk.

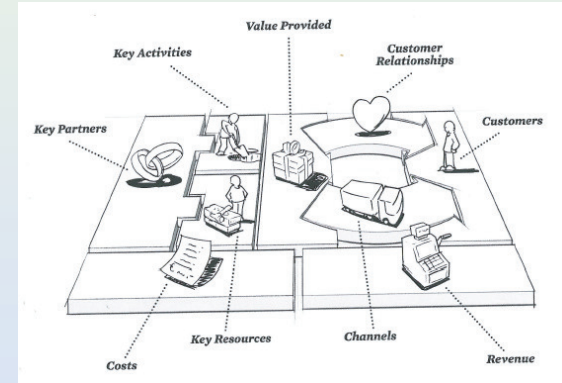


Introduction (cont)

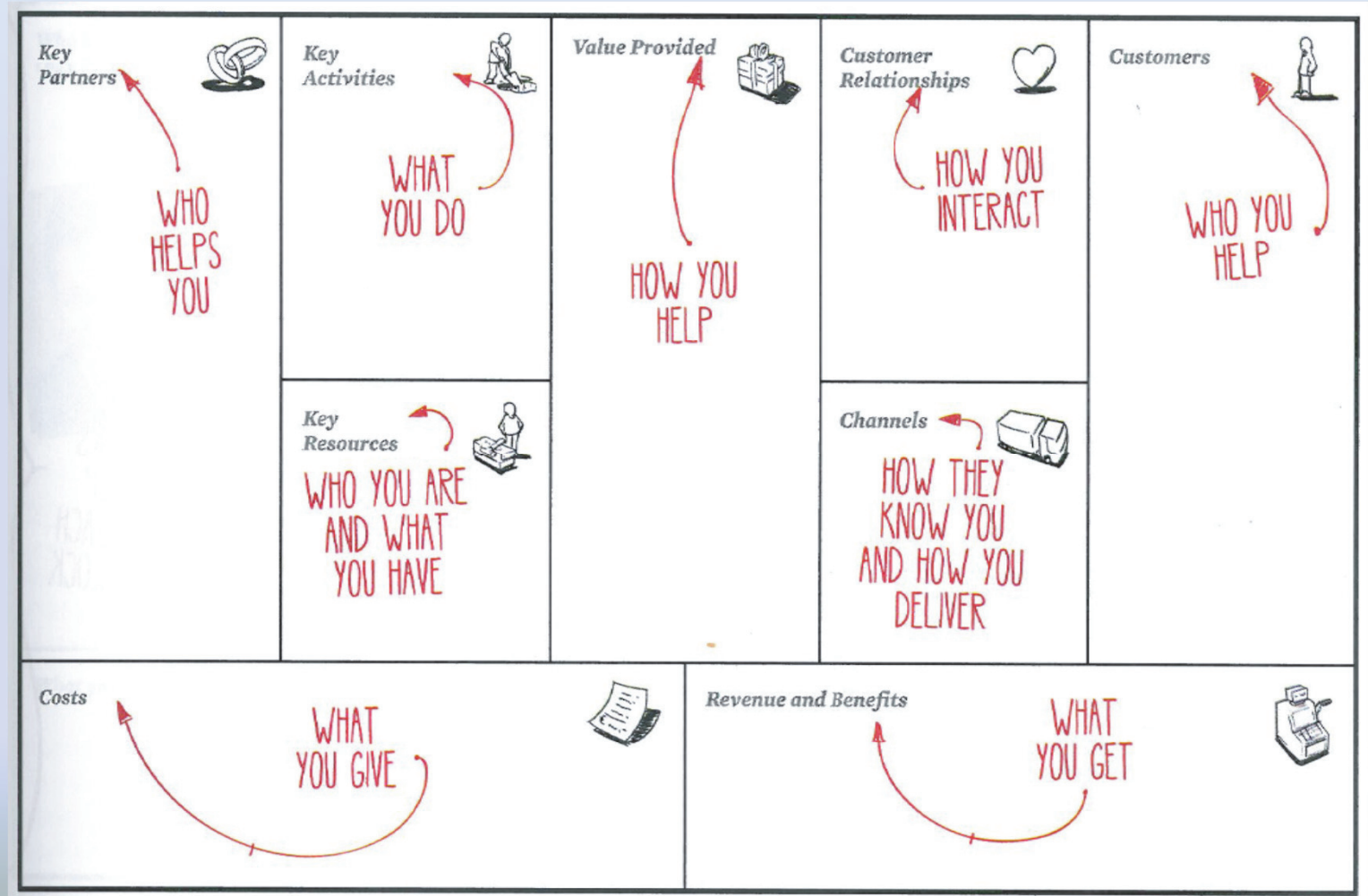
- Plan
 - Reflect
 - Do
 - Act
 - Revise
-
- What is the history?



Introduction (cont)



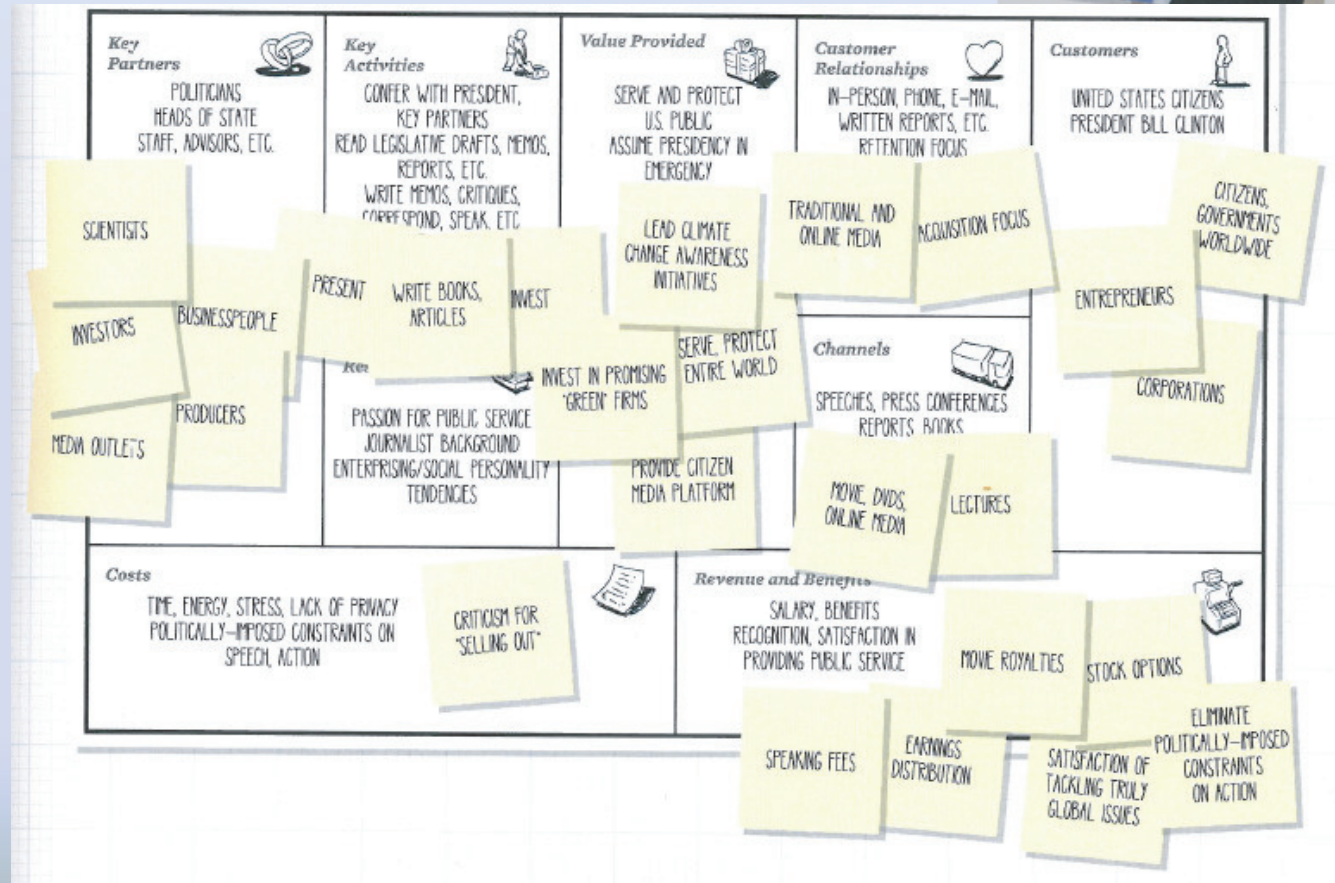
- On a white board
- Keep it visible, keep on track
- Post it Notes
- Describe your project building blocks
- Continuous data collection





Introduction (cont)

- Al Gore's white board for An Inconvenient Truth
- From Vice President USA to An Inconvenient Truth
- Core interests
- Extended customer base outside US and politics
- Adopted new media



Assessing what information is needed and who needs it

- Reflect
- Changes over time
- What is your purpose?
- Risk assess information requirements
- What are the sensitivities
- Timeline

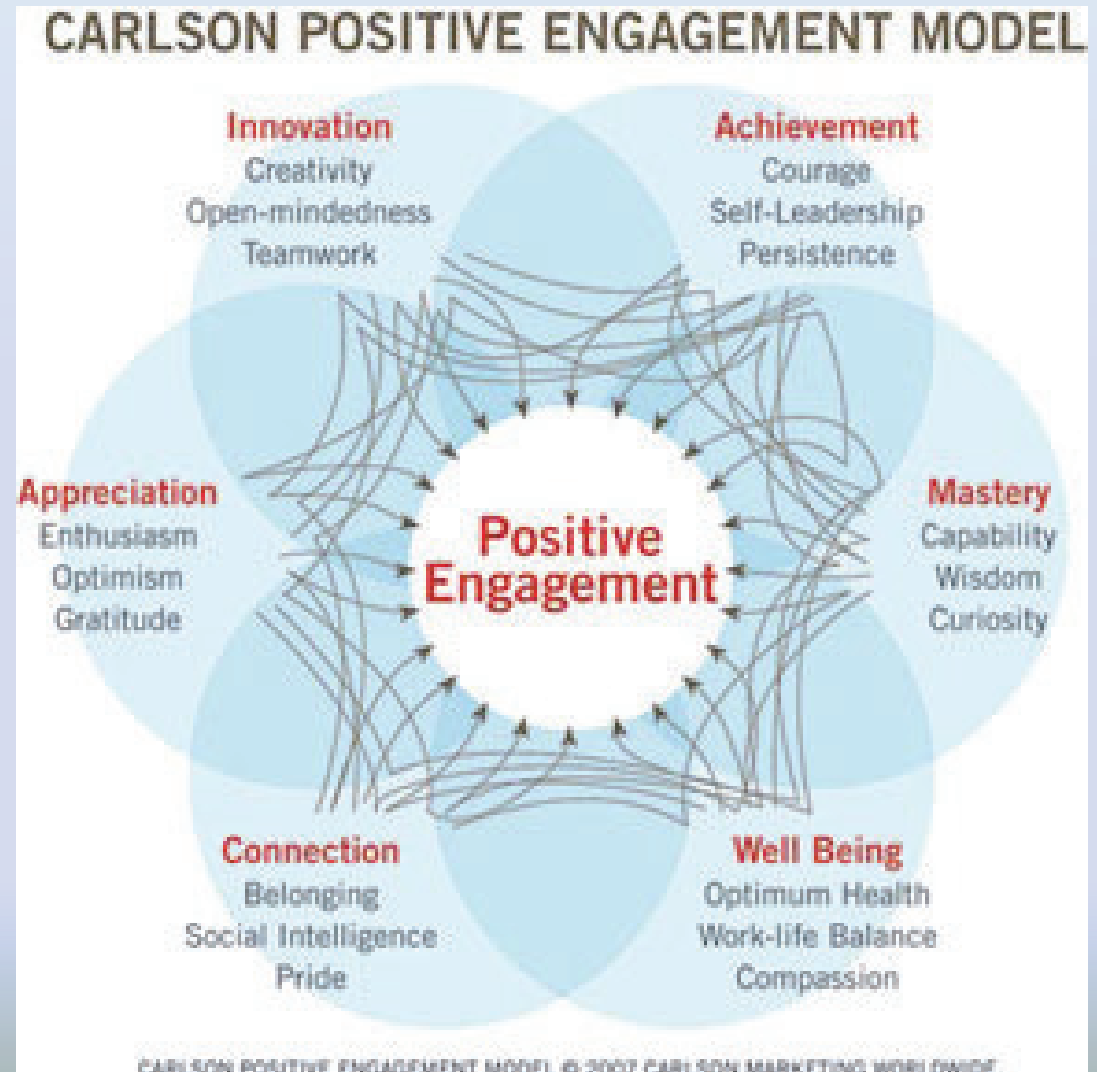
‘It is not normal to know what we want. It is a rare and difficult psychological achievement.’

Abraham Maslow



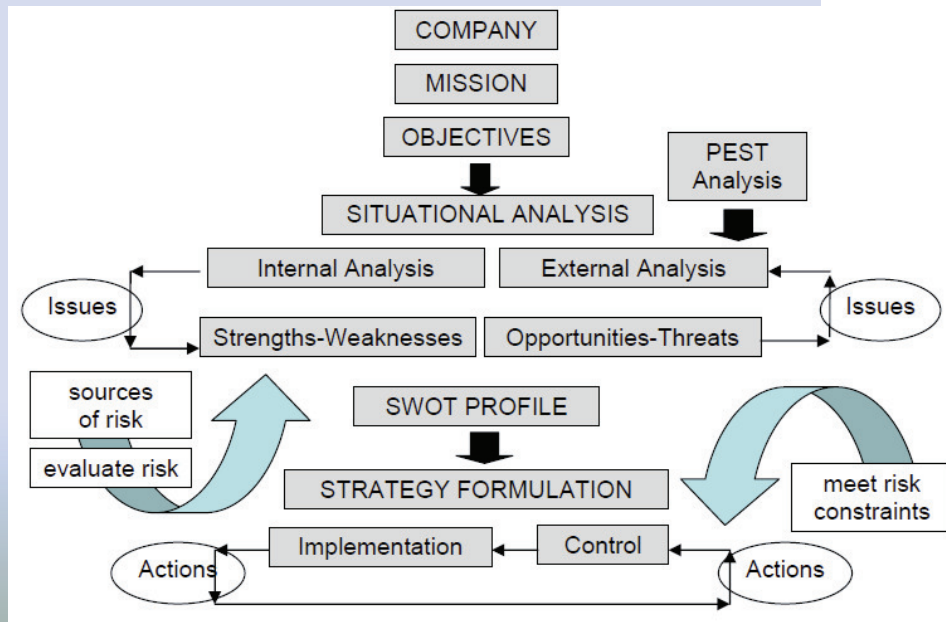
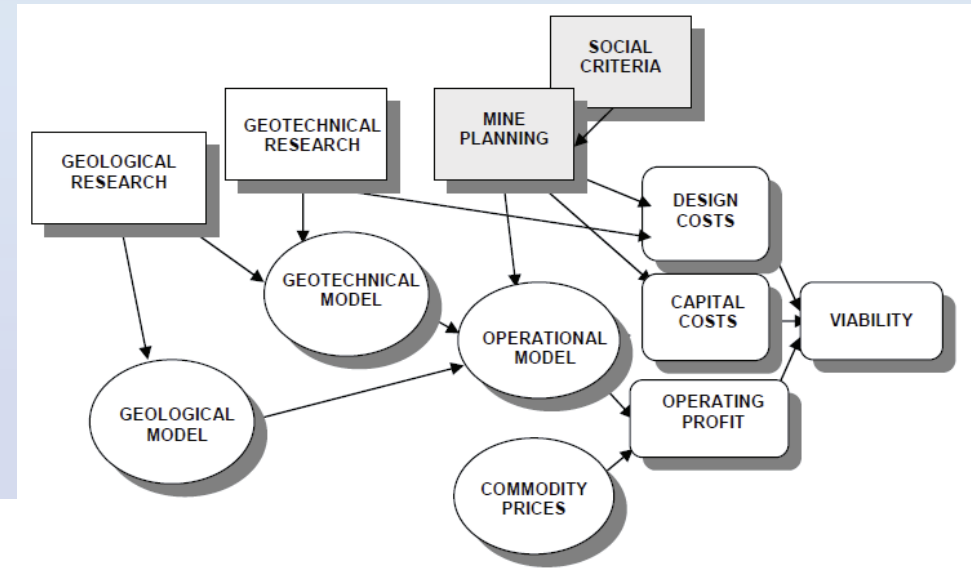
Assessing what information is needed and who needs it

- Pre consult
- Tools
- Specific
- Scientific
- Transparent
- Develop training packages for internal and external use
- Accountable
- Permit to disturb process
- Third party testing and corroboration



Setting the protocols for access to the information database

- Security
- Protocols
- Sensitive information
- Preservation
- Audits
- Registry



<http://www.mining.ubc.ca/files/SocialLicense/Final%20MPES%20Paper.pdf>,
retrieved 01 December 2012

Setting the protocols for the dissemination of information

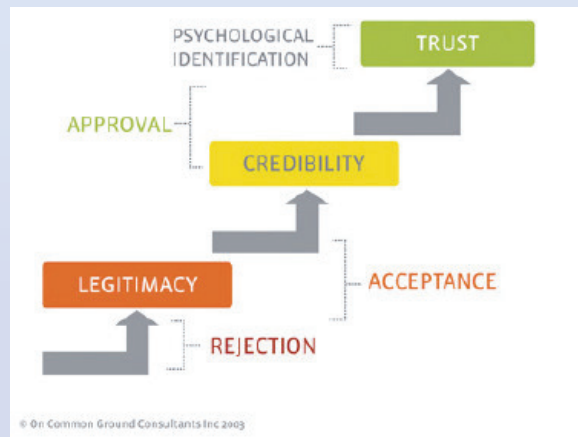
- Regulatory requirements
- Every project is different
- PEST SWOT

POLITICAL	ECONOMIC
<ul style="list-style-type: none"> • GOVERNMENT TYPE & STABILITY • FREEDOM OF PRESS, RULE OF LAW, LEVELS OF BUREAUCRACY & CORRUPTION • REGULATION & DE-REGULATION TRENDS • SOCIAL & EMPLOYMENT LEGISLATION • TAX POLICY, TRADE & TARIFF CONTROLS • ENVIRONMENTAL & CONSUMER-PROTECTION LEGISLATION • LIKELY CHANGES IN POLITICAL ENVIRONMENT 	<ul style="list-style-type: none"> • STAGE OF BUSINESS CYCLE • CURRENT & PROJECT ECONOMIC GROWTH, INFLATION AND INTEREST RATES • UNEMPLOYMENT, • LABOR SUPPLY, COSTS • LEVELS OF DISPOSABLE INCOME & INCOME DISTRIBUTION • IMPACT OF GLOBALIZATION • LIKELY IMPACT OF TECHNOLOGICAL OR OTHER CHANGE ON ECONOMY • LIKELY CHANGES IN THE ECONOMIC ENVIRONMENT
SOCIAL-CULTURAL	TECHNOLOGICAL-ENVIRONMENTAL
<ul style="list-style-type: none"> • POPULATION GROWTH & AGE PROFILE • HEALTH, EDUCATION, SOCIAL MOBILITY: ATTITUDES TO THESE • POPULATION EMPLOYMENT PATTERNS, JOB MARKET, ATTITUDES TO WORK • PRESS ATTITUDES, PUBLIC OPINION, SOCIAL ATTITUDES & SOCIAL TABOOS • LIFESTYLE CHOICES, ATTITUDES TO THESE SOCIO-CULTURAL CHANGES 	<ul style="list-style-type: none"> • IMPACT OF EMERGING TECHNOLOGIES • IMPACT OF INTERNET, REDUCTION IN COMMUNICATIONS COSTS & INCREASED REMOTE WORKING • RESEARCH & DEVELOPMENT ACTIVITY • IMPACT OF TECHNOLOGY TRANSFER

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • ADVANTAGES OF PROPOSITION? • CAPABILITIES? • COMPETITIVE ADVANTAGES? • RESOURCES, ASSETS, PEOPLE? • EXPERIENCE, KNOWLEDGE, DATA? • FINANCIAL RESERVES, LIKELY RETURNS? • MARKETING-REACH, DISTRIBUTION, AWARENESS? • INNOVATIVE ASPECTS? • LOCATION & GEOGRAPHICAL? • PRICE, VALUE, QUALITY? • ACCREDITATIONS. QUALIFICATIONS. 	<ul style="list-style-type: none"> • DISADVANTAGES OF PROPOSITION? • GAPS IN CAPABILITIES? • LACK OF COMPETITIVE STRENGTH? • REPUTATION, PRESENCE & REACH? • FINANCIALS? • OWN KNOWN VULNERABILITIES? • TIMESCALES, DEADLINES & PRESSURES? • CASHFLOW, START-UP CASH-DRAIN? • RELIABILITY OF DATA, PLAN PREDICTABILITY? • MORALE, COMMITMENT, LEADERSHIP? • ACCREDITATIONS. ETC?
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • MARKET DEVELOPMENTS? • COMPETITORS' VULNERABILITIES? • INDUSTRY OR LIFESTYLE TRENDS? • TECHNOLOGY DEVELOPMENT & INNOVATION? • GLOBAL INFLUENCES? • NEW MARKETS, VERTICAL, HORIZONTAL? • NICHE TARGET MARKETS? • GEOGRAPHICAL, EXPORT, IMPORT? • INFORMATION & RESEARCH? 	<ul style="list-style-type: none"> • POLITICAL, LEGISLATIVE EFFECTS? • ENVIRONMENTAL EFFECTS? • IT DEVELOPMENTS? • COMPETITOR INTENTIONS - VARIOUS? • MARKET DEMAND? • NEW TECHNOLOGIES, SERVICES? • VITAL CONTRACTS & PARTNERS? • SUSTAINING INTERNAL CAPABILITIES? • INSURMOUNTABLE WEAKNESSES? • LOSS OF KEY STAFF? • SUSTAINABLE FINANCIAL BACKING? • ECONOMY – HOME & ABROAD?

Setting the protocols for the dissemination of information

- Every project is different
- Subsidence and disturbance by a coal mine vs a sand mine
- Indigenous awareness centre



Golsby 2009



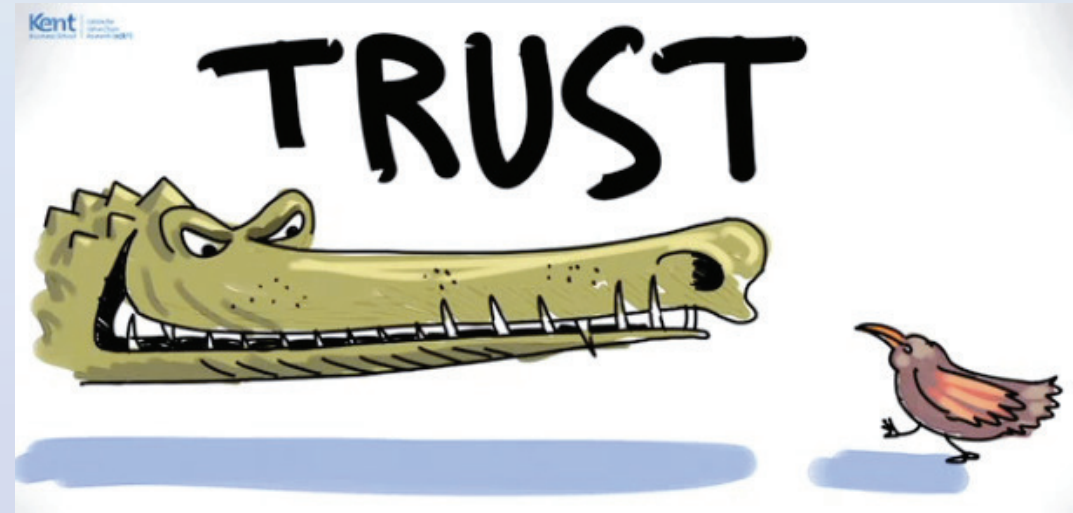
Bridging the divide

- What power should industry/government have?
- What are the practical measures?
- How is participation defined?
- What participation in development process?
- What extent companies take in community development philosophy/practice?
- What extent should industry/government fund independent community development work (research/ advocacy/information)?



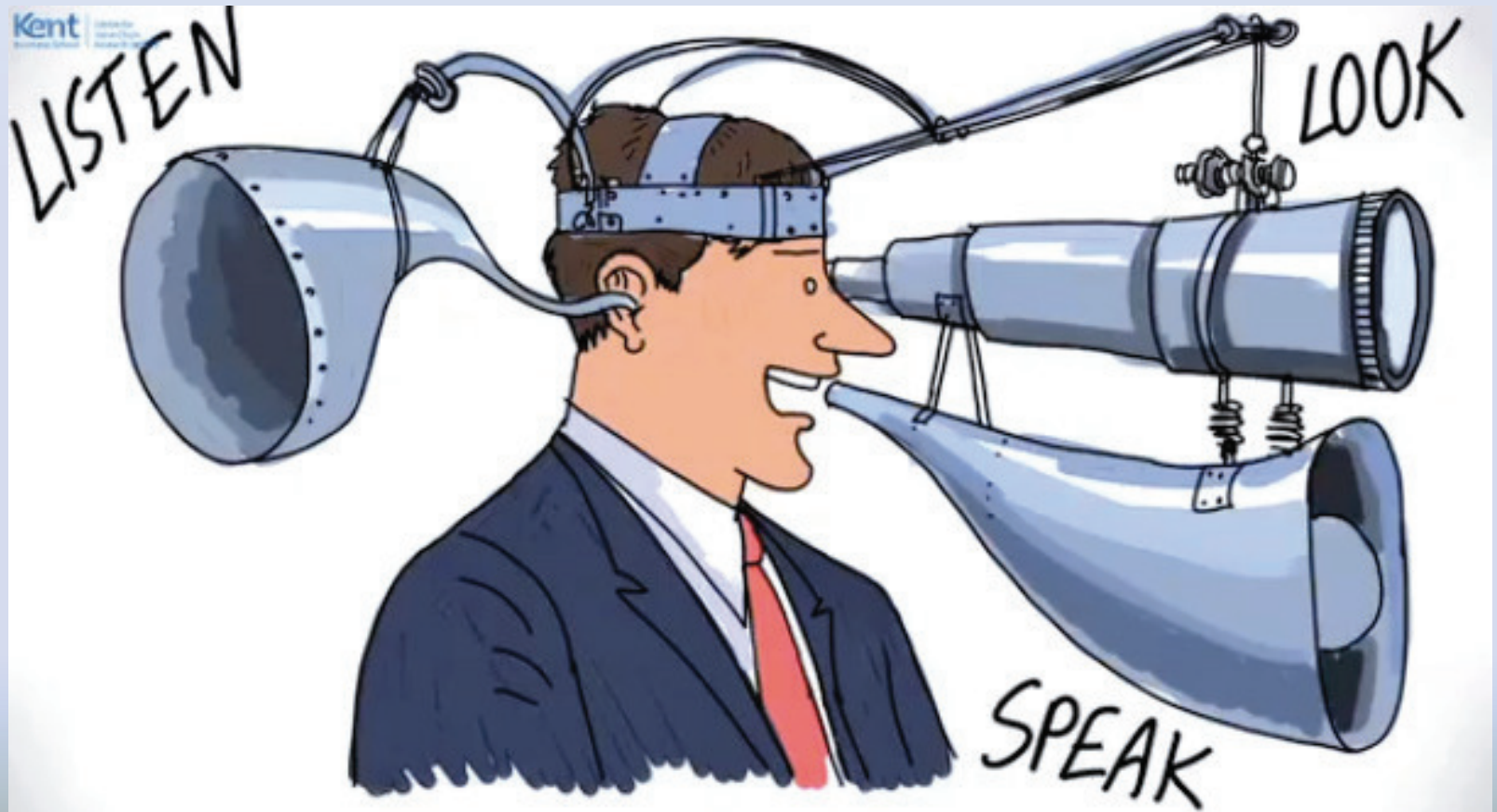
Bridging the divide

- Communication
- Relationships
- Specifics
- Reliability
- Synergies



Bridging the divide

- Broader involvement
- Communication
- Language
- Empathy

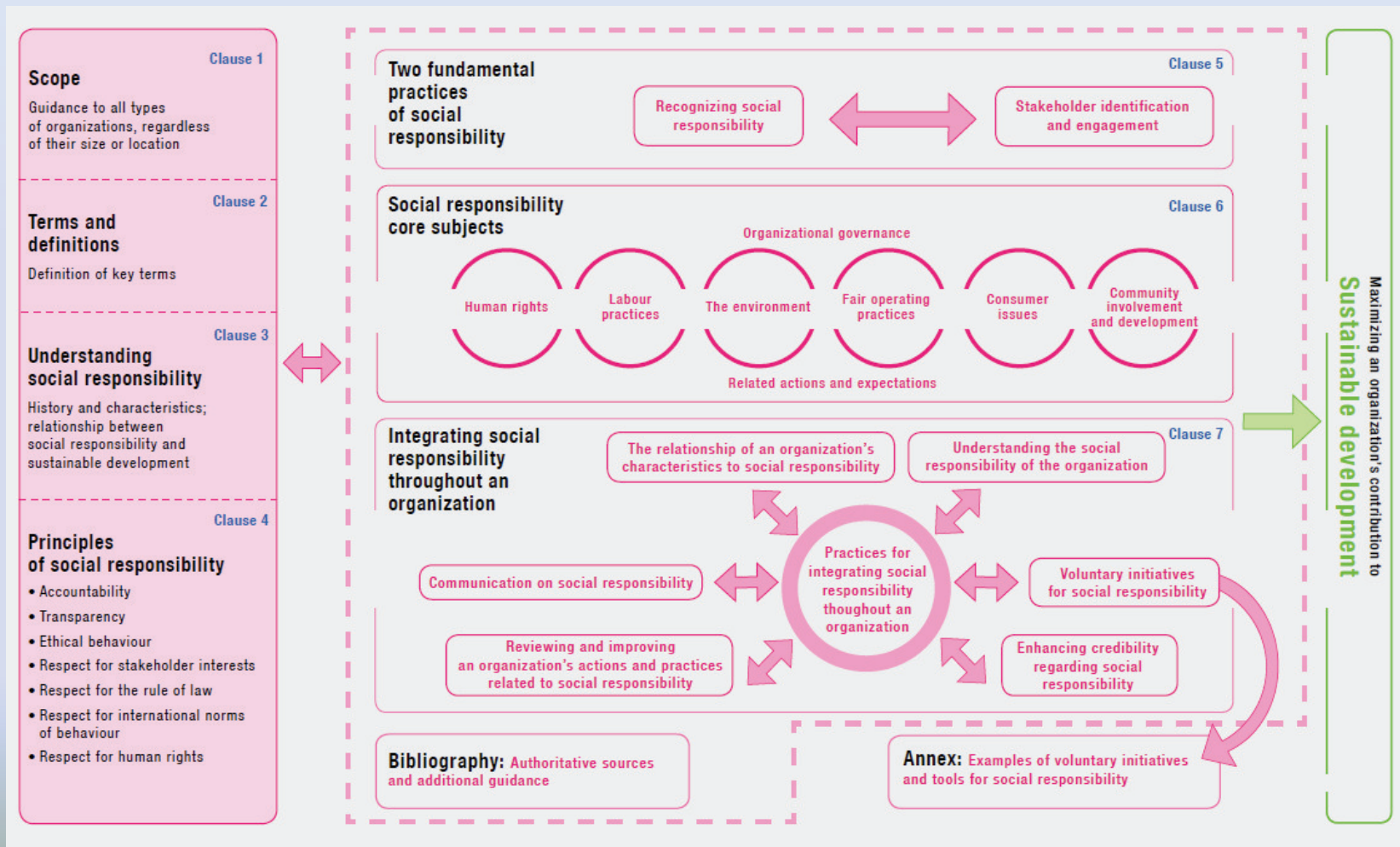


Bridging the divide

- Sensitivity
- Listening
- Responding
- Clarity

Crisis Management	Stakeholders Management	Stakeholders Engagement
Reactive	Proactive	Interactive
Vulnerable	Anticipate	Encourage
Episodic	Regular	Inclusive
Hostile	Defensive	Prepared to change

Surveying current practices and identifying best practice ➤ ISO 26000



Surveying current practices and identifying best practice

Table 1. Comparative Analysis of Different CSR Tools for Creating a Business Case

	Strategy	Materiality Assessment	Implementation/ Planning	Integration	Global Learning	Accounting	Risk Assessment	Bench- marking
ISO 26000				•	•	•		
PRI					•	•	•	
CERES						•		
OECD						•		
UN Global Compact					•	•		•
Equator Principles			•				•	•
GLN	•	•	•	•	•		•	•
GRI		•			•	•		
BSR	•	•	•	•	•			•
SA 8000						•		
Management Consultants	•	•	•			•	•	•
DJSI						•		•
FTSE4Good						•		
Bovespa Sustainability Index						•		

Source: AccountAbility Web site.

Surveying current practices and identifying best practice

Section A: Summary

This section should provide a concise summary of the project, information drawn from the social impact assessment, and briefly summarise key aspects of the SIMP including key mitigation strategies and initiatives

The following should be considered:

- name and location of the project
- brief project summary including the project's objectives and expected outcomes
- a description of the project's social and cultural area of influence
- the potential contribution of the project to regional development
- key social and cultural issues identified in the SIA baseline study
- an overview of the SIA stakeholder engagement strategy including key stakeholders and key stakeholder and community issues, concerns, views, attitudes and aspirations
- key mitigation measures and benefit strategies proposed in the SIMP including positive and negative impacts
- SIMP monitoring processes
- proposed workforce profile including workforce accommodation and/or travel to work proposals

Section B: Impact mitigation and management

Impact headings are provided as a guide, headings will be determined by project social impact assessment requirements. Contextual information can be included to evidence the 'type' and 'probability' of impact. Obvious cumulative impacts are to be identified.

B	Impact	Phase	Stakeholders	Type of impact (positive vs. negative)	Probability (high, medium or low)	Consequence (high, medium or low)	Management and/or mitigation strategies	Responsible parties	Timeframe	Key performance indicators
B1	Housing and accommodation									
B2	Workforce									
B3	Social infrastructure									
B4	Cultural									
B5	Economic/business development									
B6	Cumulative impacts									

Section C: Monitoring plan

	Impact	Monitoring strategy	Target and outcomes	Responsibility	Timing and frequency	Key performance indicators
C1						
C2						
C3						
C4						



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Surveying current practices and identifying best practice

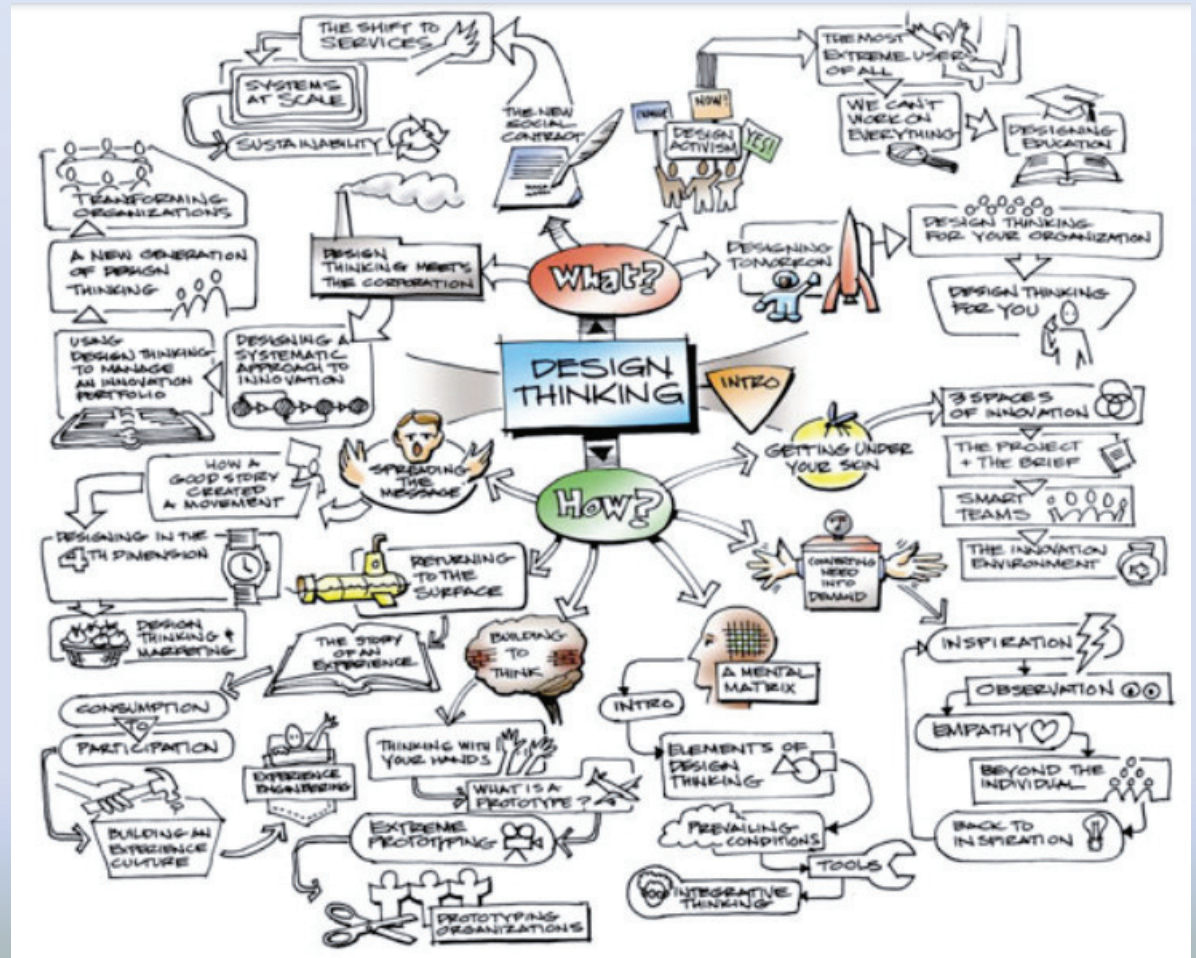
Section D: Stakeholder engagement strategy					
	List of key stakeholders —including community and Indigenous stakeholders	Stakeholders' interests —in the project	Engagement actions —promoting an active and ongoing role for stakeholders and community throughout the project life cycle	Management strategies —integrating stakeholder and community engagement into project implementation at site level, and at local regional and state levels	Review mechanisms —supporting a regular review of effectiveness
D1					
D2					
D3					
D4					
D5					
D6					
D7					

Section E: Social impact management plan dispute resolution - checklist

E1	Pathway and process for handling grievances
E2	Procedural elements—a documented procedure outlining steps to be taken to prevent and handle community grievances
E3	Records—complaints and grievances logs and data, evidence of information and communication about process and outcomes
E4	Dedicated resources—human and financial resources, formally defined responsibilities for grievance handling
E5	Evidence of dialogue with aggrieved parties and/or use of alternative dispute resolution techniques
E6	Substantive outcomes—improved organisational practice and relationships, conflict resolution validated by aggrieved parties

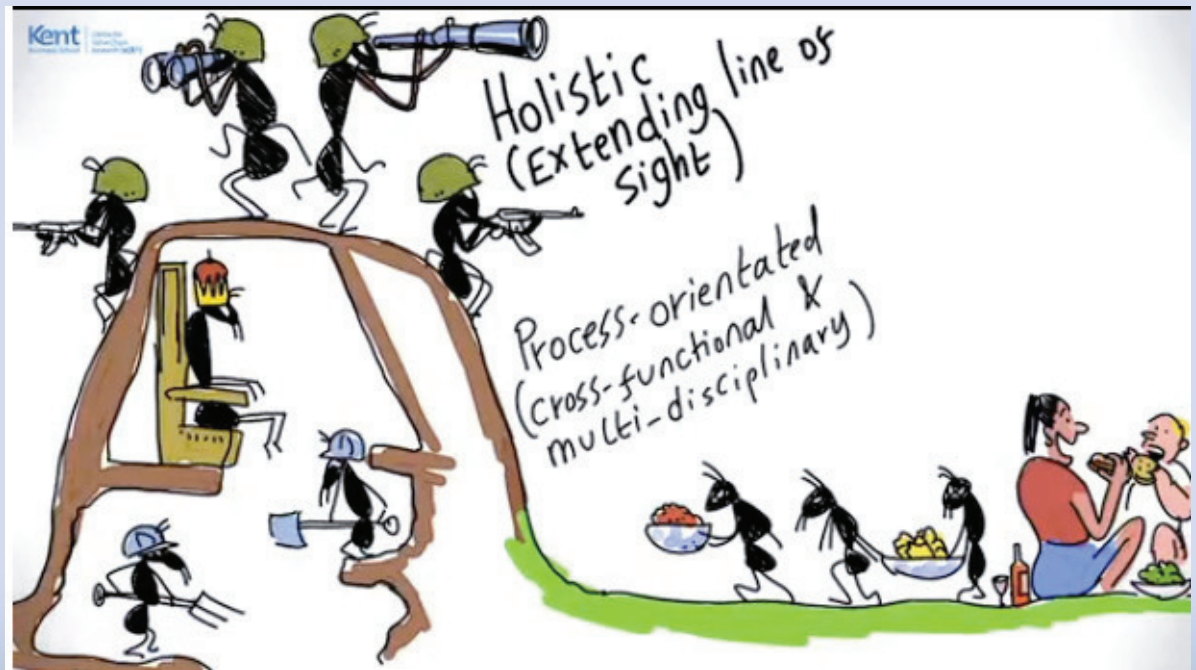
Organisation culture – convincing staff to manage information effectively

- See and hire diverse staff
- Continue to develop in house skills for engagement
- Develop, support and reward behaviour
- Hire staff from stakeholder organisations
- Second staff to stakeholder organisations
- Budget for engagement



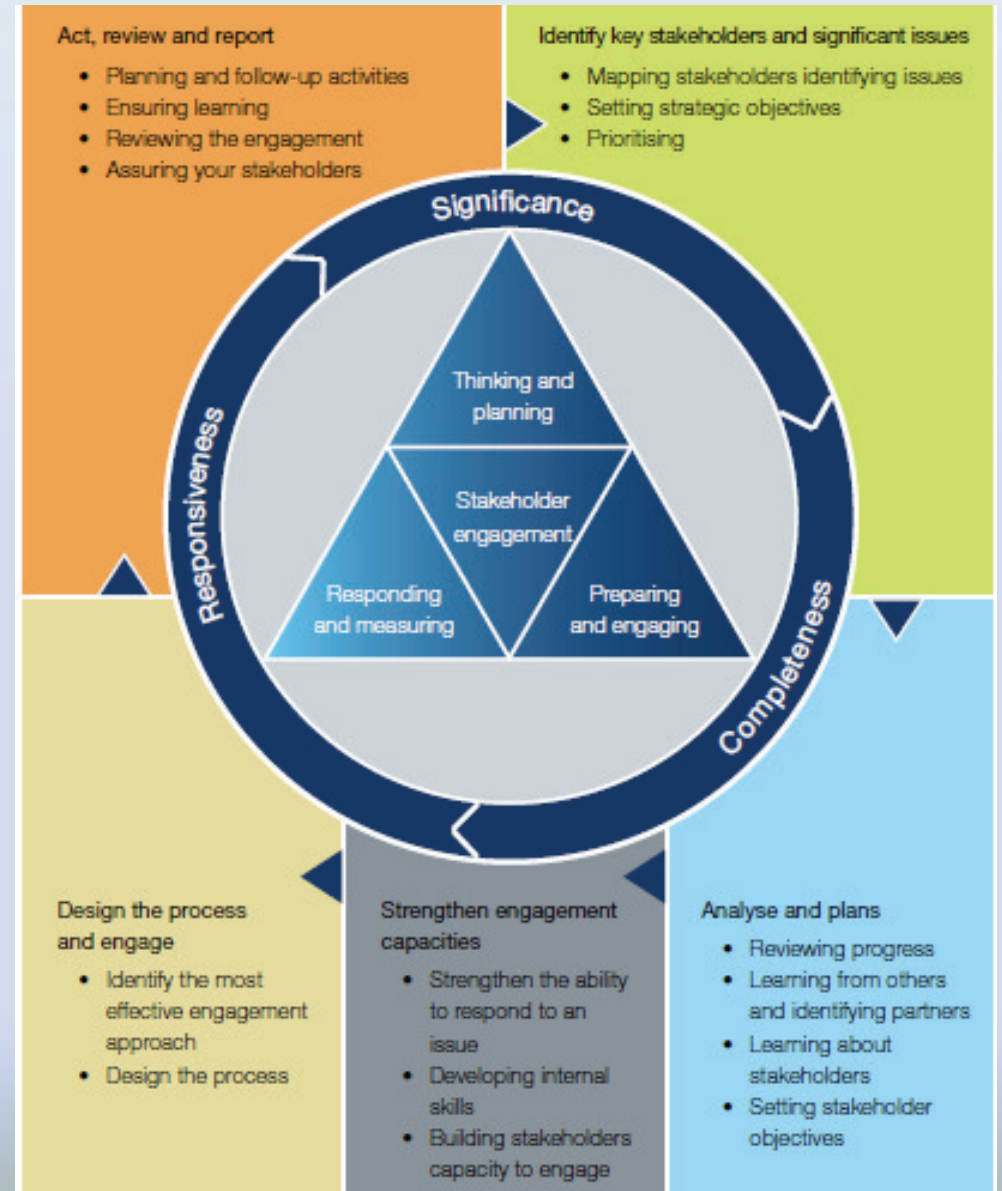
Linking personnel engagement to productivity, satisfaction, public relations and retention

- Increase personnel satisfaction 20% => increase financial performance 42%
- 27% less absenteeism
- Safer
- Higher personnel retention
- 27% higher profits
- 50% higher sales
- 50% higher customer loyalty
- 38% above average productivity



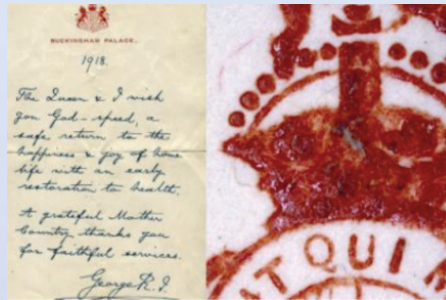
Implementing appropriate tools for information management

- Risk Assessment
- Protocols
- Processes



Maintaining meaningful historical documentation

- What to keep
- How to keep it
- Who keeps it
- Outsourcing
 - On loan or donation
 - Negotiation/
Interview/
Relationship
 - Code of ethics
http://www.archivists.org/governance/handbook/app_ethics.asp



Maintaining meaningful historical documentation

- Confidentiality
- Research access
- Copy right
- Security
- Preservation
- Continuity of care
 - Outsource vs in-house
 - Document the process

RECORDS SURVEY WORKSHEET	
CREATING OFFICE / DEPARTMENT _____ _____ _____	ARRANGEMENT _____ _____ _____
CONTACT PERSON _____	FORMAT _____ _____ _____
PHONE _____	PHYSICAL CONDITION _____ _____ _____
FAX _____	PERIOD OF ACTIVE USE (consulted more than once a month) _____ _____
EMAIL _____	DOES THE OFFICE/DEPARTMENT CONSIDER THESE RECORDS: <input type="checkbox"/> Historical <input type="checkbox"/> Vital <input type="checkbox"/> Permanent
TITLE OF RECORD SERIES _____ _____ _____	OTHER COMMENTS _____ _____ _____ _____ _____ _____ _____ _____ _____
INCLUSIVE DATES _____ _____	SURVEYED BY _____ DATE _____
VOLUME (linear or cubic feet) _____	
LOCATION _____ _____ _____	
DESCRIPTION/CONTENT _____ _____ _____ _____ _____ _____ _____ _____ _____	

Averting risk through correct and secure information management

- Handling
- Booking permission system
- How it is stored
- Security
 - Fire
 - Flood
 - Theft
 - Damage
 - Duplication
 - Display
 - Processes



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Thank you.

Any Questions?

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