



The role of Social Transition in Integrated Mine Closure

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Narelle Wolfe FAusIMM

Head of Professional Standards, Sustainability and ESG

ausimm.com



What is social transition?

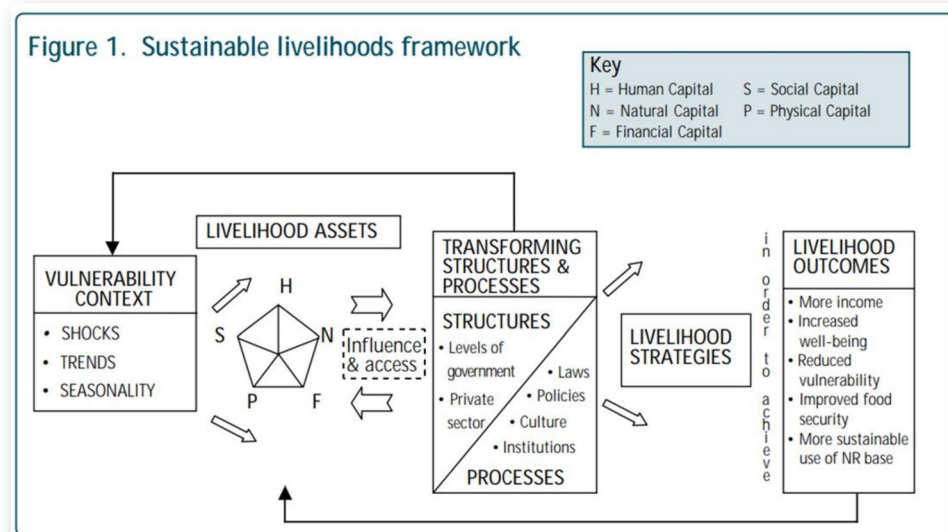
"The planning, considerations and activities undertaken throughout the LoM to develop and implement the transition of a community, including its workforce, towards closure of an operation".

ICMM (2019)



What are we trying to achieve through planning effective social transition?

- Community participation in planning
- Social risks and mitigations
- An agreed vision
- Transparent engagement
- Stakeholder involvement
- Proactive management
- Sustainable social benefits



How do you plan for effective social transition?

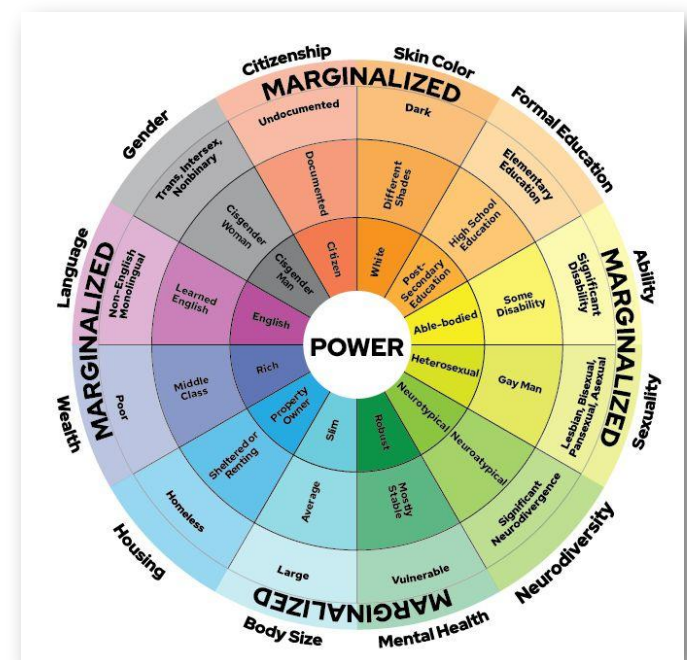
1. Social context and knowledge base
2. Stakeholder engagement plan
3. Social transition and positive legacy
4. Closure Governance

Step 1:
Develop a social performance strategy.
Step 2:
Develop a social performance plan that aligns with the strategy.
Step 3:
Develop the success criteria for the social performance plan in consultation with internal and external parties.
Step 4:
Develop a detailed monitoring program to track and record the execution of the social performance plan.
Step 5:
Develop a mitigation plan and procedure to address gaps in the social performance plan as required (e.g. unsuccessful socioeconomic diversification).
Step 6:
Integrate the social performance plan into the LoM Plan to ensure that operational budgets and resources are in place and progress is measured.
Step 7:
Update the risk assessment to track changes in the residual risk profile and to demonstrate the effectiveness of projects in achieving economic diversification.

Ref. Anglo American Mine Closure Toolbox Version 3 (2019) pp.49.

Social context

- Breadth of community composition
- Expectations will change and evolve.
- Obligations will differ across jurisdictions.
- Practices will continue to impact the perspectives.
- Build trust and address the negative legacy



Adapted from James R Vanderwoerd ("Web of Oppression"), and Sylvia Duckworth ("Wheel of Power/Privilege")

Social knowledgebase

The knowledgebase will draw on both qualitative and quantitative and require analysis to understand:

- Community resilience and capacity to adapt.
- Social and human rights issues and vulnerable groups.
- Regional dependencies.
- Economic development and land use opportunities.

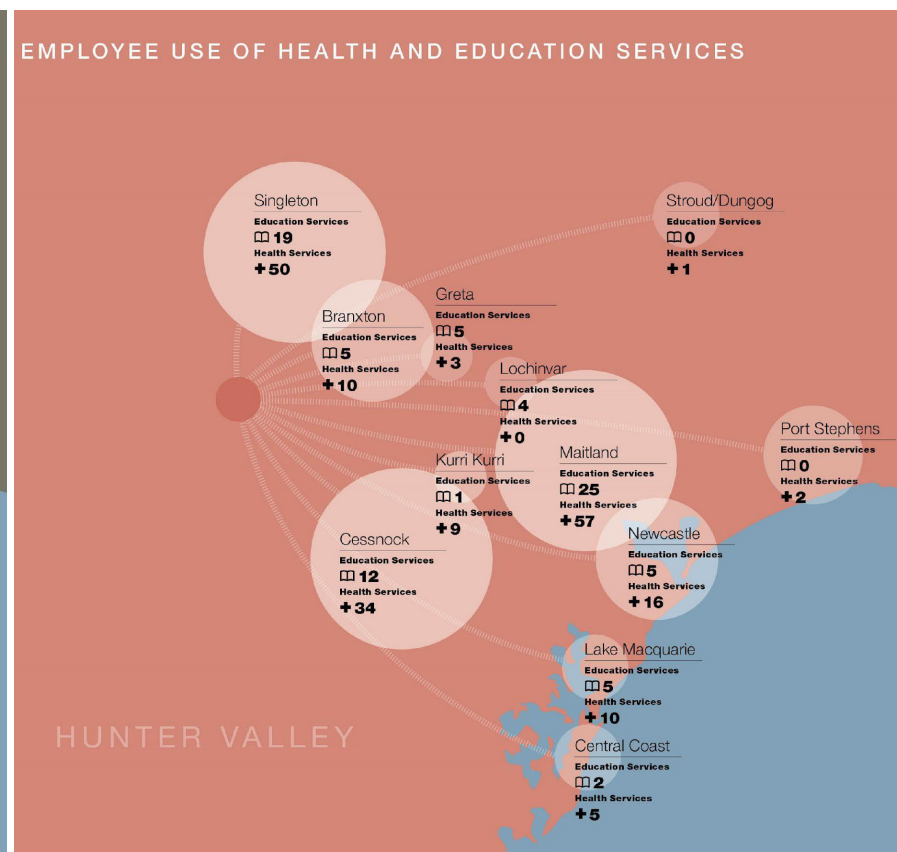
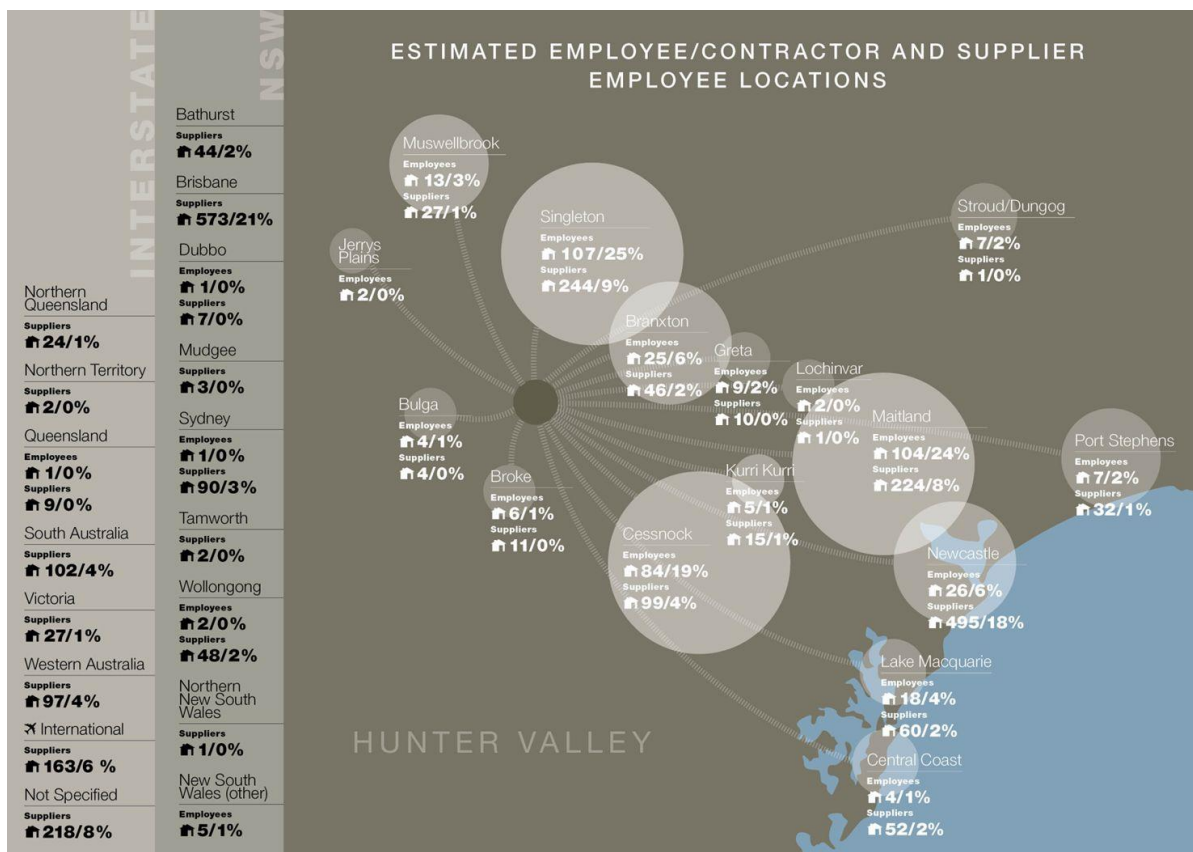


Smyth and Vanclay, 2017. The Social Framework for Projects

Example baseline indicators

Success factors	Some indicators	Data sources
Human capital		
Skills	Professions and skills in community	Skills inventories Asset mapping exercises
Education and training	Level of education in community by age groups and level of qualifications obtained Availability of training programs (including adult education)	Official statistics (e.g. Census) Number of conventional educational institutions Courses available by educational/training organization
Leadership	Diversity of leadership Inclusions; forums; support; delegation Mentoring programs	Community survey
Civic engagement	Ability of residents to engage in development activities	Community survey

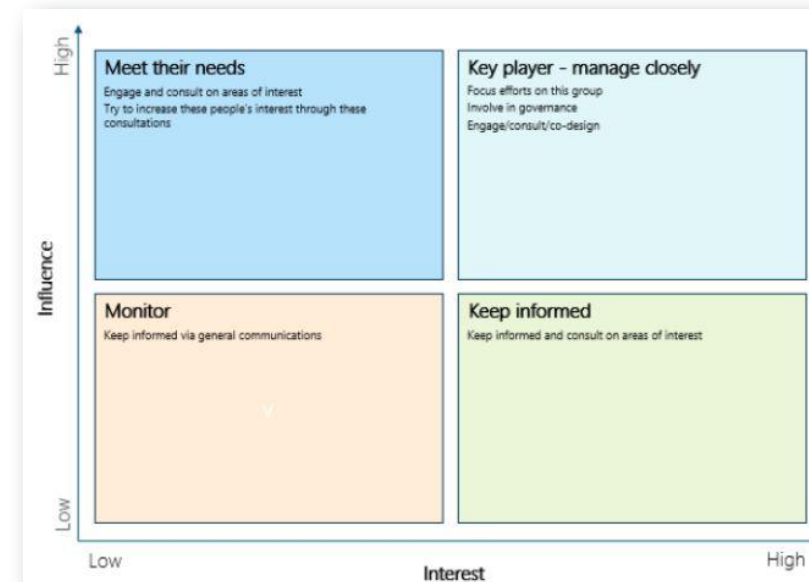
Employee expenditure and use of services



Ref: Fenton, Coakes & Marshall, 2003

Stakeholder identification, mapping and engagement planning

- Step 1: Identify all social transition stakeholders
- Step 2: Conduct a stakeholder mapping exercise
- Step 3: Develop a stakeholder engagement plan
- Step 4: Ongoing through Social Impact Assessment



The Influence Agenda - A Systematic Approach to Aligning Stakeholders in Times of Change [Mike Clayton 2014](#)

Social transition and positive legacy

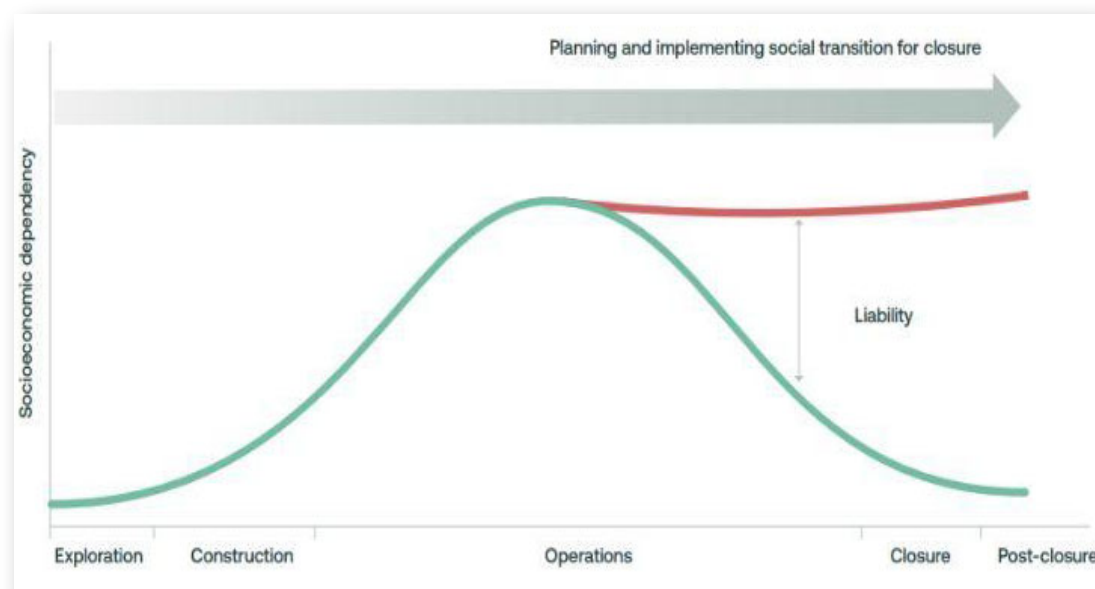
The goal is to establish sustainable livelihoods.

Without integration there is increased:

- Financial liability
- Risk of not leaving a positive legacy nor achieving sustainable closure.

Co-design investment and partnerships.

Establish self-sufficiency.



Ref: Chapter 11, Social Transition, ICMM GPG (2019) p 49

Closure governance

Decision level commensurate with their impact.

To ensure an adequate level of closure governance:

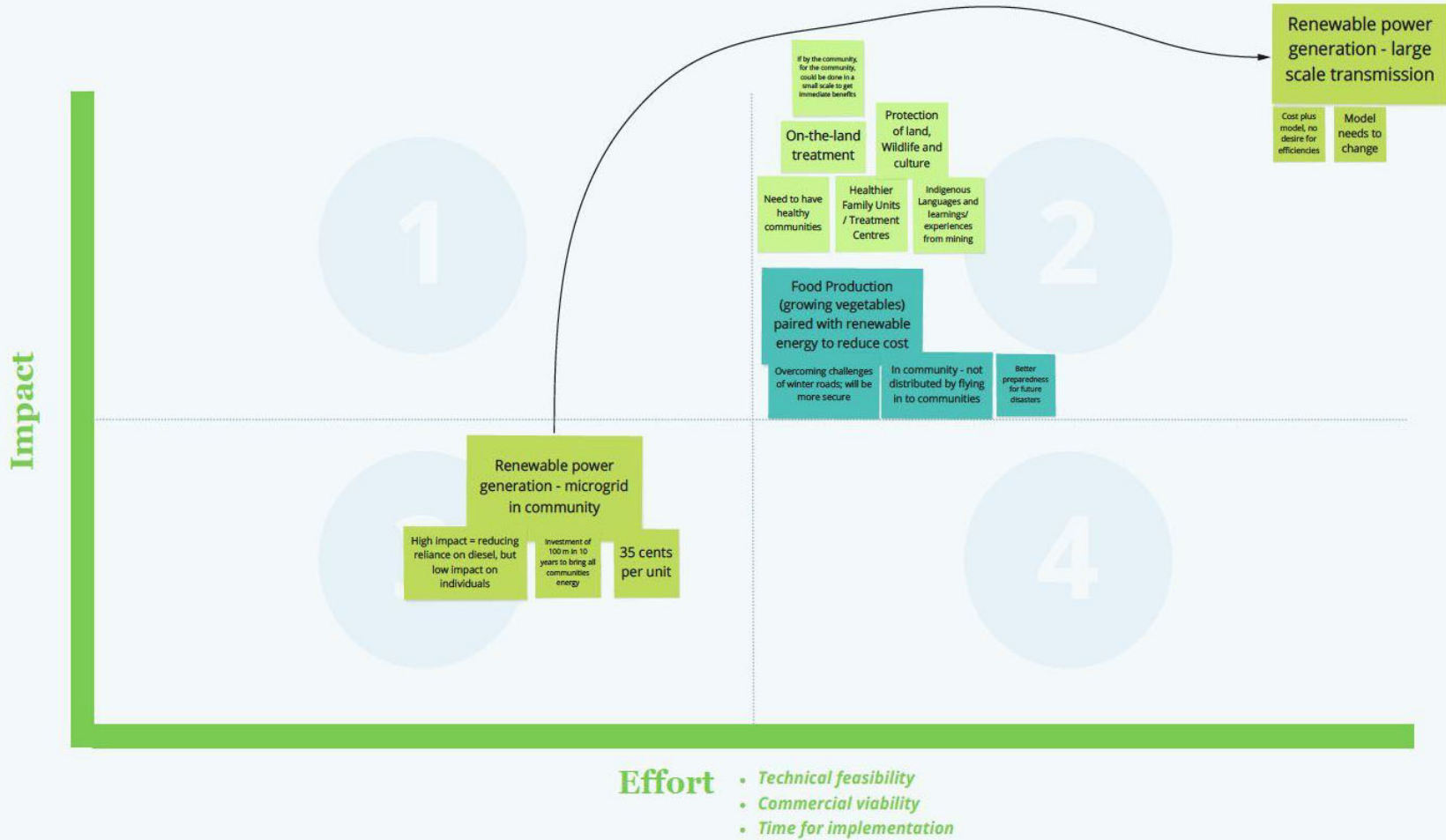
- Develop company policies or standards for closure to establish expectations, roles and responsibilities
- Establish a closure committee
- Implement independent annual and third-party review



The three lines of defense in effective risk management and control' Institute of Internal Auditors(2015)



Vegetation



What is required for successful co-design of actions and collaborative governance?

Co-design:

- Actions that contribute positively to the future
- Informs future mine operations and planning

Collaborative governance:

- Led within a regional development framework
- **Who is leading this project?**
- This project takes a collaborative-design approach, facilitated by Coeuraj, and will seek to be shaped and driven by participants engaged in the process.

While this project has been initiated by De Beers and Rio Tinto Diavik Diamond Mines, it is led through the joint leadership of Industry and GNWT, with additional government participation via a joint Organizing Committee. Mining companies will be engaged as equal participants in this process, alongside other interest holders, rather than take a leading role.

Key messages

- Community participation in planning
- Social risks and mitigations
- An agreed vision
- Transparent engagement
- Stakeholder involvement
- Proactive management
- Sustainable social benefits



Integrated Mine Closure Professional Certificate 9 Sept 2024

<https://www.ausimm.com/courses/professional-certificates/integrated-mine-closure/>



Thank you

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