Workshop 3 output

How can the CPPA build capacity?

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1. Introduction

This document presents notes that were made at a meeting of the Closure Planning Practitioners Association workshop held at Jacobs offices, 236 Adelaide Terrace, Perth on 1 May 2018. This was the third session held by the interim Closure Planning Practitioners Association committee to understand the areas of focus that the association should concentrate its efforts on. The session was facilitated by Peter Elliott. This interactive workshop was set up to explore how the Closure Planning Practitioners Association (CPPA) could build capacity in closure planners? The session planned to explore three questions

1. Which closure themes warrant the most attention of the incoming CPPA committee after the Annual General Meeting (AGM) – level of importance?
2. Within each theme what was important to be addressed (area of focus)?
3. How do members see capacity being built within the CPPA?

The workshop attendees were provided with output from workshop 2 - The breadth and scale of closure planning – what does a closure planner need to know?

A closure planning competency framework (Appendix 1) was also tabled as something that could be used to capture inputs

Attendees were asked to work in small groups to explore the three questions posed using the following six themes.

1. Closure cost estimation
2. Defining the knowledge base that is required
3. Defining closure risks
4. Identifying and engaging with stakeholders
5. Planning for closure
6. Managing closure executions

2. Which closure themes warrant the most attention?

Attendees voted on where they saw opportunities to build capacity across the 6 key themes explored in Session 2.

The themes scored as follows:

Planning for closure 15

Defining the knowledge base that is required 14

Closure cost estimation 12

Identifying and engaging with Stakeholders 12

Defining closure risks 8

Managing closure execution 4

3. Within each closure theme what is important to address?

The top four themes identified from Question 1 were then worked on further to understand what within the theme needs to be addressed?

Attendees were asked why they had elected to place their votes alongside their chosen themes.

The following is a record of potential areas of focus under each theme that emerged from the conversation.

Planning for closure

Some companies still struggle to do closure planning well. This is in part due to the ability to integrate closure planning with mine planning/business planning.

Closure planning is regarded as a contemporary requirement (mine closure guidelines).

In some cases, there is no specialist within the company capable of assisting the integration.

There are linking tools that assist integration such as GIS. It is a matter of how well these are used.

There are not the workflows (common in engineering projects) that assist in the convergence of closure and mine planning or in developing closure options. There is a need to modify engineering process which requires change in thinking, culture.

There's a lack of consistent process. There are differences in approach to closure planning.

Evaluation is important and is usually done using traditional models – How can it change to accommodate intrinsic value (social/environmental etc)?

Practitioners need exposure to the costs of mining – requires understanding of how business operates (business planning).

Hindered by the lack of clear role for closure planner.

Need for a clearly defined closure planning process.

Need for an understanding of the role of governance and issues such as adequate record keeping.

Closure planners' responsibilities need to be clear and communicated.

Defining the knowledge base that is required

Need for an understanding of how knowledge matures through the life of mine. Maybe a model can be developed.

Link between knowledge and how it influences the certainty of costs.

Landforms/land use how they develop into the future and the impact of climate change on the landforms

Defining what is acceptable – to whom?

Understanding what we don't know – knowing what questions to ask.

Direction on how to undertake supporting studies.

Understanding timing and priorities for gaining knowledge

Understanding the size of the gap in knowledge and impacts on mining /closure

How can we better share knowledge?

Ensuring we have quality information over quantity

Communication/timing of knowledge

How much effort is required? Are we collecting the right information to influence our decision making?

Closure cost estimation

Differences in cost estimation techniques.

Reported numbers often taken out of context.

Different processes – acceptable accounting practice.

Use of closure cost estimation in mine planning and organisational decision making.

Use of closure cost to frame options, what are the tools that are used and units of measure.

Cost estimation is often a checklist process.

Identifying and engaging with stakeholders

How to influence within organisation?

How to we use stakeholder information and integrate into mine process?

What is genuine engagement? What does good engagement look like?

Developing clear messages.

How to be honest in the dialogue with stakeholders, how to build trust?

What is a good process for getting to know your stakeholders, who needs to be involved?

What are the tools we need? How to we build and sustain momentum?

4. How do members see capacity being built within CPPA?

Provision of training courses.

Presentations from other functions and disciplines involved in mine process both with and without knowledge of closure. CPPA needs to reach out.

Incentivise content of CPPA information to drive practice - possible point system.

Networking/collaboration events.

Use the CPPA forum to bring problems that planners are facing.

Undertake fireside chats – share what worked/what didn't.

Provide mentoring – phone a friend.

Examine use of social media – be more outward facing

Do we provide publications?

Communication with and embracing lay people in what closure is about.

More cost estimation sharing between organisations. Creation of cost data base?

Engage with business analysts about cost estimation.

Examine how people receive information – what are the blockers and enablers?

Be active with Universities links to courses.

5. Appendix 1

Closure Planning Technical Competency framework

Technical Aspect	Technical Element	Competency

6. Disclaimer

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- Reflect the views of the author or CPPA.
- The views of all of the workshop participants. Views of individuals were captured, and there was no attempt to reach a consensus on these items.

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