

TERMS OF REFERENCE

for

The Bell Bay Pulp Mill Community Liaison Committee

Role of the Terms of Reference

These Terms of Reference set the operating parameters for the Bell Bay Pulp Mill Community Liaison Committee (CLC). Members when agreeing to join the CLC are committing to these Terms of Reference and appended Guiding Principles.

What the Community Liaison Committee will do

The primary purpose of the Bell Bay Pulp Mill CLC is to provide a forum for addressing local community issues associated with project construction and operation. Over the first two years of its operation, the CLC will be focussed on project construction issues, particularly matters such as local amenity (dust, noise), construction traffic, safety and any other construction-related matters of concern to the local community. The geographic scope for the CLC will be the project construction corridor for the first stage, and later will include the surrounding areas including the water supply pipeline, wastewater pipeline and the pulp mill site itself as they become pertinent to potential impacts (Refer to map in Attachment One).

The role of the CLC will be to:

- represent the diversity of stakeholders with an interest in project construction and operational issues
- provide a forum for discussing community amenity and safety issues and strategies for mitigating them
- provide advice on local community issues
- oversee project grievance management process
- help to disseminate project-related information through CLC member networks
- provide advice on local community engagement activities, and
- act as a sounding board on matters referred to it by the operator regarding community relations.

In conducting its activities, the CLC must also:

- be sufficiently transparent and functional to attract and retain respected representatives of the key groups
- develop and agree procedures to support smooth operation of the committee
- report publicly on its activities, and
- be supported by the skills and structure needed to result in functional operation, efficient resolution of any disputed issues and the achievement of mutually agreed outcomes.

In addition to the CLC, a Public Oversight Committee (POC) is being established to oversee the implementation of the project's Local Economic Development Plan (to maximize local economic benefits and minimize impacts on other industries) and monitor and report publicly on the social, economic and environmental performance of the project. The POC will be set up through a separate process to the CLC. The POC Terms of Reference are currently being developed but it is intended that there will be very little if any duplication of roles between the two committees.

Who is on the Community Liaison Committee?

The CLC membership in the first instance needs to represent the diversity of stakeholders with an interest in the local aspects of project construction. The CLC will have 10 members with a maximum of 12 members.

Interests that should be covered by the CLC include:

- Local residents (4)
- Local government (George Town, West Tamar, Launceston) (3)
- Emergency services (1)
- Road safety (1)
- Mill operations (Gunns Limited) (1)

Four community members (residents' interests) of the CLC will be appointed through a publicly advertised process and members will be selected based on the following selection criteria:

- Resident within the George Town, West Tamar and Launceston Council regions
- Interest, knowledge and understanding of local community issues
- Ability to represent the wider community in an objective manner
- Available to attend meetings in the afternoon and evening
- Of good standing within the local community
- Ability to listen and work cooperatively with others who may hold differing or opposing views
- Willingness and ability to master new information, some of which will be of a technical nature.

Invitations to the community members will be done through a public nomination and selection process, to be overseen by the organisational members of the CLC.

All CLC members must be willing to commit to these Terms of Reference and the Guiding Principles.

Duration of membership

So as to ensure CLC membership renewal, the maximum term of membership will be 3 years. The CLC Chair will oversee a progressive renewal process.

CLC review

The Chair will lead a review of CLC Terms of Reference and membership once the pulp mill moves into its operating phase. Subsequent reviews of the Terms of Reference will be undertaken at least every two years to establish their enduring relevance and responsiveness to current matters in the project lifecycle.

Responsibilities of CLC members

- **Attend** meetings
- **Listen** to each other
- **Read** materials and study information before meetings
- **Speak** for the people they represent
- **Ask** questions when you don't understand or when you need something
- **Create** solutions that everybody can support
- **Communicate and discuss** what happens at the CLC with the people you represent
- **Bring** to the CLC table relevant responses from people you represent
- **Work** hard, be patient, don't leave
- **Focus** on the future, consider lessons from the past
- **Commit** to behave in accordance with the CLC Guiding Principles (found in Attachment One).

4. CLC Meetings

The CLC will meet in a central venue easily accessible to CLC members. Meetings will be conducted at approximately one-month intervals and may last for up to ½ day. Meetings will generally be held during weekday afternoons and evenings. The Gunns Limited Community Liaison Officer will provide secretariat support for the CLC.

5. CLC decision-making

The CLC members will seek to reach decisions through consensus and strive for full consensus whenever possible. Full consensus will have been reached when all of the CLC members agree they can live with a solution. This does not mean that each member gets everything they want. Partial consensus will have been reached when a majority of members agree they can live with a solution. No consensus means a majority of members could not agree on a solution. The best way to reach consensus is for each member to suggest solutions that everybody can support.

If the CLC cannot reach full or partial consensus, the Facilitator will record where there is agreement, and where there is dissent. If there is no agreement, the issue will be recorded and no agreement will be noted.

6. CLC Support Team

Role of the Chair

The role of the Chair is to support sound decision-making for participants of the Pulp Mill CLC. The Chair of the CLC will work very closely with the Facilitator to deliver on a structured meeting agenda program, and retain oversight of the CLC's deliberations.

Core tasks:

- Attend and oversee as Chair, meetings of the Bell Bay Pulp Mill CLC
- Co-sign (with facilitator) the minutes of the CLC meetings as an accurate record of meeting proceedings
- Oversee meeting formalities, working closely with the CLC Facilitator
- Provide leadership and encourage CLC members to work co-operatively and adhere to their commitment to the Guiding Principles in order to deliver robust outcomes from CLC decision-making
- Keep CLC members attendant to the Terms of Reference in their decision-making so as to reach tangible outcomes
- Act as CLC spokesperson when required
- Provide a report in the minutes as to the performance of the committee with regard to the Guiding Principles, and
- Oversee the CLC's administrative activities (meeting arrangements, communication with members and public, and other administrative tasks to support the CLC's activities).

The role of the Chair will be a voluntary position.

Role of the Facilitator

The Facilitator's role is to act in the interests of all participants and support them to reach mutually agreed outcomes.

Core tasks:

- Work with the Chair to ensure CLC meetings are effectively run and operate in accordance with the Guiding Principles
- Facilitate meetings of the CLC
- Set meeting agendas in consultation with the CLC Chair and CLC members
- Promote good discussions by enforcing ground rules
- Ensure that everybody has a chance to speak
- Stay abreast of material to be covered in meetings, and
- Commit to and apply the Guiding Principles through selection and application of appropriate facilitation and mediation techniques.

The fees for the Independent Facilitator will be paid by Gunns Limited.

Attachment One – CLC Guiding Principles

PRINCIPLE	BEHAVIOURS
<p>Integrity <u>Means:</u> Moral soundness, honesty, freedom from corrupting influence or motive</p>	<ol style="list-style-type: none"> 1. Honesty is apparent and any attempts to corrupt the process are dealt with effectively. 2. Integrity appears to be maintained as well as in fact being maintained. 3. The process agreed to by the parties is followed or only modified with their consent.
<p>Transparency <u>Means:</u> being clear and transparent (see through)</p>	<ol style="list-style-type: none"> 4. Relevant information is made readily available to parties to the discussions or to other people with an interest in them. 5. Information is available to parties and to people outside the process on how the process is conducted and how and what decisions are made.
<p>Equity <u>Means:</u> Equal treatment of all participants and that all parties have equal access to information and opportunities to contribute and respond</p>	<ol style="list-style-type: none"> 6. Information is presented in appropriate forms and languages. 7. Information is presented at appropriate times. 8. Participation of special interests, such as indigenous communities, women and youth, is actively sought and supported.
<p>Fairness <u>Means:</u> The process, and agreements arising from the process, was free from discrimination and dishonesty</p>	<ol style="list-style-type: none"> 9. Fairness is observed. 10. There is an absence of complaints about conduct of the process or complaints are found to be baseless when independently reviewed.
<p>Respect <u>Means:</u> to care for and heed the interests and concerns of another, to give due time for consideration of issues</p>	<ol style="list-style-type: none"> 11. Issues raised by parties or other people with a genuine interest in the process are treated as valid and properly considered. 12. Participants behave in a respectful manner towards each other at all times. 13. The discussions are conducted at a pace that allows parties to understand the information and, where necessary, consult with those that they represent before continuing.
<p>Responsiveness <u>Means:</u> demonstrating that concerns have been heard and respected through changing behaviour and communicating that change</p>	<ol style="list-style-type: none"> 14. Questions raised are answered at the time to the best of the ability of the relevant committee member. 15. Questions taken on notice are responded to diligently. 16. Stakeholders are given feedback on how they have influenced decisions.
<p>Adequacy of information <u>Means:</u> communities and their representatives have been provided with the information necessary for them to make informed judgments, decisions and actions</p>	<ol style="list-style-type: none"> 17. Information provided to stakeholders is accurate. 18. Information provided covers the range of issues relevant to the stakeholders' circumstances.
<p>Timeliness <u>Means:</u> communication and responsiveness are done within a reasonable timeframe so as to be of practical use</p>	<ol style="list-style-type: none"> 19. Diligent efforts are made to deliver the process within the agreed timeframe. 20. Diligent efforts are made to ensure the time between issues being raised and responses being formulated and conveyed is as short as possible.
<p>Constructiveness <u>Means:</u> Serving to improve or advance; helpful, in relation to the POC process and individuals within it</p>	<ol style="list-style-type: none"> 21. Actions at meetings and outside of meetings do not damage the goodwill of individuals or the group 22. Absence of actions that undermine trust and hinder the operation of the POC.

