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Managing the Cumulative Impacts of Mining through Collaboration: The Moranbah Cumulative Impacts Group (MCIG)[1]

"For us there is no other way to work with cumulative impacts, the only possible way is to have that collaborative approach. But that is the hard point. Because that means that we need to deal with, different agendas, different perceptions, different interests and that's why it is so hard for the Moranbah Cumulative Impact Group (MCIG). To make all these different stakeholders sit down together and be able to go through all these differences and talk about one issue together, that is such a huge thing to do".

Representative of the MCIG

Issues with Dust

Dust is a recognised cumulative impact in areas of intensive coal mining activity (Brereton et al. 2008) such as in the town of Moranbah. Dust is a by-product of mining, processing and transporting coal which raises concerns in nearby communities about the environment but also about health and amenity impacts. The following story was printed in *The Australian* about a family living 500 miles south of Moranbah. However, the concerns raised here parallel similar concerns that Moranbah residents have about coal dust.

> *"Tanya Plant, a Queensland farmer and mother of two, worries about the effect the emissions from New Hope Corporation's coal mine, located about 2km from her home, may be having on her family. Her two-year-old*

[1] Research Analyst Carol Bond prepared this case in consultation with Senior Research Fellows Dr. Jo-Anne Everingham and Dr. Daniel M. Franks based on material presented in: Franks, D.M., Everingham, J. & Brereton, D. (2012) *Governance Strategies to Manage and Monitor Cumulative Impacts at the Regional Level.* Final Report ACARP Project C19025. Brisbane: Centre for Social Responsibility in Mining, University of Qld.

daughter has been having coughing fits and after successive trips to the doctor she has been told the causes may be 'environmental'.

'It has been worrying to have one of our children coughing a lot for months. We are concerned about those really small particles, as well as things like heavy metals,' says Plant, who grew up on her Acland farm, west of Toowoomba, and obtained a PhD from Oxford University as a Rhodes scholar.

In fact, Plant, her husband, children and parents seem adversely affected by constant exposure to dust, noise and plumes of gases released by regular blasting.

'I'm uncomfortable telling too many people the details of all our health issues, but there are some worrying symptoms which seem to have been going on for quite a while and none of us seem as healthy as we should.

I'm only 36 and had hoped and expected to continue to live an active life for some time yet, and to be able to raise our kids in a good environment to give them the best start and chance in life. This farm has been in my family for many generations and is very much a part of us. I can't really picture a happy future without it, but I'm not sure whether we should live here anymore.' (Cleary 2012)

Although this is an anecdotal account, it resonates with medical scholars who research the effects of airborne particulate matter. MacKerron and Mourato survey the literature on dust and health and note that:

The health impacts of air pollution [including dust are] raised levels of morbidity and mortality attributable to respiratory and cardiovascular complaints and lung cancer. Particularly susceptible groups include those with respiratory or cardiac diseases or asthma, infants, children and the elderly, and those with low socio-economic status, low levels of education, poor nutrition and poor general health. (MacKerron and Mourato 2009: 1443)

Therefore it is imperative that mining operations, as part of their overall environmental management, reduce dust – sometimes known as fugitive particulate emissions – to as low a level as is practicably possible (Harper 2009).

This case explores how one town addressed the cumulative impacts of dust from a number of nearby coal mines by developing an innovative, collaborative dust management group.

Context

Cumulative Impacts

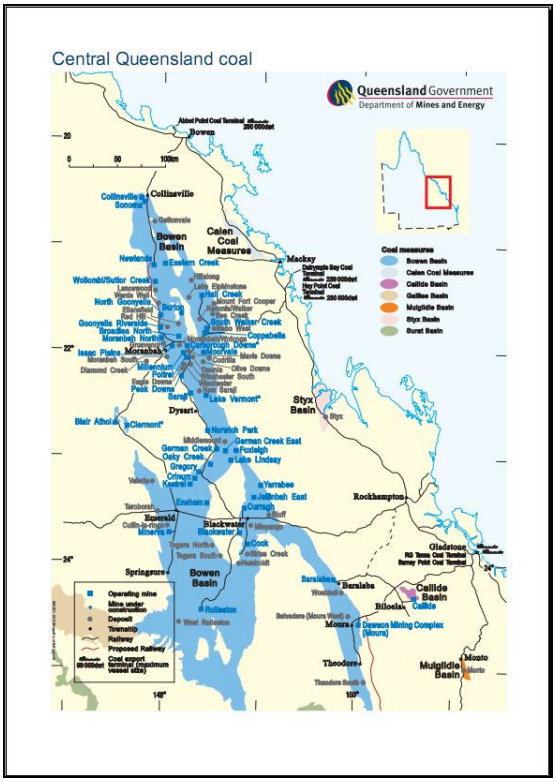
The mining, processing and transportation of coal produce dust which can impact the environment, health and amenity of nearby communities. In regions of intensive coal mining activity, like the Bowen Basin in Central Queensland, there are towns surrounded by mines at various stages of the life cycle, some of which have been operating for decades. The cumulative impacts of dust emissions surrounding one such town, Moranbah, were addressed through a multi-stakeholder initiative called the Moranbah Cumulative Impacts Group (MCIG). This case demonstrates the process used to develop the collaborative structure of the MCIG to address cumulative impacts.

Cumulative impacts are related to one or more activities having successive, incremental and combined impacts on society, the economy and the environment. Cumulative impacts result from the aggregation and interaction of impacts within a receiving environment at local, regional and global scales and challenge traditional mine-by-mine approaches to management and regulation.

Geological Profile

The case of Moranbah was examined as part of action research to enhance mining industry efforts to proactively address the management of cumulative environmental and socio-economic impacts at the community and regional scale. Moranbah is located in the Bowen Basin; a 60,000 km^2 black coal reserve, located in the State of Queensland, the largest in Australia. Within this region are 45 operational coal mines between Collinsville in the north and Theodore in the south (marked in orange on the map) with a combined production of 100 million tonnes of coal each year (Geological Survey of Queensland 2012).

BOWEN BASIN



Cumulative impacts of coal mining in the Bowen Basin

In each of Australia's major coal basins there are multiple mines and companies alongside other industries and agricultural activities. With multiple actors pursuing a broad range of activities, complex environmental and socio-economic impacts are increasing. Mining development, in particular, has generated a range of positive impacts at the local and regional scale, such as local business development, employment and the provision of services and infrastructure. However, accompanying these benefits are potentially far-reaching consequences that challenge traditional regulatory and management responses, including:

- increased airborne dust and pollutants, especially surrounding coal mines;
- effects on water quality from mine site discharge;
- amenity impacts, including visual amenity, noise and vibration;
- subsidence[2];

[2] "Mine Subsidence" means lateral or vertical ground movement caused by a failure initiated at the mine level, of man-made underground mines, including, but not limited to coal mines, clay mines, limestone mines, and fluorspar mines that directly damages residences or commercial buildings. "Mine Subsidence" does not include lateral or vertical ground movement caused by earthquake, landslide, volcanic eruption, soil conditions, soil erosion, soil freezing and thawing, improperly compacted soil, construction defects, roots of trees and shrubs or collapse of storm and sewer drains and rapid transit tunnels. (Article XXXVIIIA of the Illinois Insurance Code)

- housing and social service shortages as a result of rapid population increase;
- land-use conflict, particularly in relation to high quality agricultural land and urban fringes;
- disproportionate inflation and the two-speed economy at local, regional and national levels; and
- loss of biodiversity and impacts on ecosystem services.

This is a broad range of potential consequences or impacts of mining activity not all of which will be associated with every mining operation. What makes them similar, however, is that each of these impacts is directly or indirectly linked to complex social or bio-physical receiving environments. Their effects are incremental and when combined in various combinations, eventuate complex and inter-related feedback processes.

Awareness of the aggregating and interacting impacts of extractive industries on the society, environment and economy of mining regions is growing along with recognition that many impacts cannot be adequately addressed by regulation or by individual companies working alone. For example, even when a mining operation has kept within strict regulatory requirements for generation of dust, when many mining companies operate within a region the aggregate amount of dust produced may exceed regulatory requirements. Therefore, ensuring that the cumulative impacts of all stressors are kept within acceptable limits requires consideration of the combined, secondary and interacting impacts at a system level (Duinker and Greig 2007). Consequently other approaches – for example utilising market instruments or collaborative governance – are increasingly being used to address cumulative impacts such as those above within Australia, and indeed other countries' resource regions.

Moranbah Context and Cumulative Impacts

Moranbah is the administrative hub of the Isaac Regional Council. The town was built in 1969 to service the Goonyella and Peak Downs mines, now owned and operated by BMA. There are now seven mining companies with operations or proposed projects in the vicinity of Moranbah: BMA, Xstrata, Peabody, Anglo-American, Wesfarmers, Vale and Macarthur Coal, and the town has more than a dozen coal mines (open cut and underground) within a 40 km radius and a further 10 projects in close proximity – most of them in advanced stages. The mining operations with the most potential impact are located on three sides of Moranbah. There are open cut operations to the north (Goonyella/Riverside), to the south (Peak Downs); and, most concerning given prevailing wind directions in the dry spring months, to the east (Isaac Plains, Poitrel, Millennium, and the Daunia project). Additionally, approval for an extension of the Isaac Plains open

cut mine has recently been given and for the new operation at Caval Ridge with other major new project proposals in the vicinity of Moranbah likely.

Dust management strategies

For coal mining operations in the vicinity of settled areas, the Queensland Government (Department of Environment and Heritage Protection or Co-ordinator General) imposes conditions with respect to air quality monitoring, dust and water management, as well as issues such as groundwater monitoring, noise and vibration, spoil disposal, rehabilitation, community liaison, road and infrastructure upgrades and vegetation offsets. Best practice management of dust emissions requires an assessment of the impact of mining activities on dust levels in the surrounding environment and the effectiveness of the controls that may be applied and hence requires suitable dust-monitoring data.

Dust-monitoring programs are designed to provide quantitative information on ambient dust levels. Dust levels in the air are commonly measured in two ways:

- Concentration − the weight (in micrograms) of dust in one cubic metre of air (µg/m3) total suspended particles (TSP), PM10 and PM2.5 are all measured in this manner – PM10 and PM 2.5 refer to the size of the dust fraction). The most commonly used instruments for this are the high-volume sampler (hi-vol) and the tapered element oscillating microbalance (TEOM™).
- Dust deposition rate − the weight (in grams) of dust falling on one square metre over time, usually expressed as g/m^2/month. This involves collecting dust within a funnel and bottle.

The coal mines near Moranbah use a combination of these methods to analyse the air-quality impacts of their operations. However, until recently the monitors were located on site boundaries rather than within the receiving environment of concern (i.e. the town) and stakeholders outside the operator and regulator had little or no knowledge of the systems operating or the measures recorded. The system was uncoordinated, lacked transparency and was not adapted to the compounding and cumulative situation with respect to dust emissions from multiple operations.

Further, a number of other land uses, such as land development, quarrying, agriculture and coal seam gas development are known to contribute to the generation of dust. Coal mines in the vicinity of Moranbah have developed management strategies to prevent or minimise dust generation. This can involve avoiding certain coal mining activities or restricting such activities to certain areas, certain times or specified conditions (for example blasting). Of course not all dust creation activities can be avoided or restricted at all times and therefore an efficient dust management system requires management controls to be integrated with technical controls - that can adopt three different

techniques: containment, suppression and collection (Department of Environment and Climate Change and Water NSW et al. 2010).

Again, there is limited knowledge within the community of the strategies employed by various operations and no confidence that such strategies are based on sound monitoring information (for example by using real-time data and weather forecasting). Nor is information available to demonstrate the effectiveness of the mitigation measures implemented or assure residents about regular reviews of dust monitoring information and management procedures.

Stakeholders of the Moranbah Cumulative Impacts Group

The MCIG was established based on collective agreement that more could be done to improve the management of cumulative environmental and socio-economic impacts on the town; in particular, dust generation from multiple mining, petroleum, agriculture, land development and industrial minerals activities around the town. With growth in mining activities around Moranbah, and the prospect of the generation of more dust, the group believed there is much to be gained from a proactive approach now, rather than a reactive approach later. Dust issues have not previously been sufficiently addressed, with the issue currently being dealt with by the regulation of individual mines based on a national standard not tailored to local conditions or perspectives. This system has led to a range of uncoordinated approaches being adopted to manage dust at individual mining operations, including real time monitoring, workforce monitoring, boundary monitoring and near-to-site sensitive receptor monitoring, Compliance monitoring is currently largely complaint driven.

Process

The MCIG met three times during 2010. Themes of discussion were: the composition of the group, their terms of reference and some proposed actions. However, in the absence of an independent chair, trusting relationships between the stakeholder groups involved, and clear shared purpose, the group foundered and there was a hiatus in what were intended to be quarterly meetings during the first half of 2011.

As with many collaborative groups, members of the MCIG were keen to see action to address the dust. However the actions proposed revealed some of the challenges in establishing multi-sector collaboration. First, most stakeholders lacked information about the situation in their own community and elsewhere, especially regarding the problems that might be posed by dust and the options available for measuring and managing the impacts of coal dust. Hence there were proposals to provide learning opportunities; such as for the committee to undertake an industry-funded study tour to the Hunter Valley with

an independent expert. However the rationale for the trip and the role of the expert were rather vague and it was unclear whether these proposals were intended to facilitate a learning process within the group, to develop shared understanding of the 'science' and the options, to 'adjudicate' the value of the data and options available, to research and formulate options to present to the group, or to give non-industry people confidence in understanding information from various sources. This showed the importance of communication and a shared knowledge base as well as the value of confidence among group members in available sources of information.

In early 2011 participants of the MCIG again approached CSRM to facilitate a visioning process to provide direction for the group and bed down key governance arrangements. The CSRM team participated in the following 4 quarterly meetings.
Key activities undertaken during this time are as follows:

1) Established a visioning exercise to review: what has worked well about MCIG; what would work better; what is important to the group; in what direction would the group like to head; and importantly, how would the group need to be set up to achieve their aspirations?

2) Instituted a 'dust-roundup' as part of the regular agenda for meetings whereby mining company, government, community and council participants would present updates related to dust management. Updates included information on the activities undertaken to monitor dust, the instruments used to measure and the data from these instruments, whether complaints had been made, the community 'pulse' on the issue. The information sharing from these activities has enabled the generation of a map of dust monitor locations with key details on the type of monitoring undertaken; community feedback through media releases following each meeting; data from key dust monitors to be made available online and to the public; and a greater understanding of dust generation, its management and regulation. A protocol for future dust-roundups has been developed with the goal of compiling the information for reporting on a dedicated website that would act as a data hub and also provide context for the issue and the monitoring currently undertaken.

3) Organised presentations as a regular feature of MCIG meetings. Presenters have included an independent air quality scientist who was invited to speak to the group on dust management options adopted in other Australian resource regions and the QR National programme officer for the coal loss management project (veneering). Tours of dust monitors at mine sites and in the town were also provided to interested participants.

4) Reviewed the purpose and governance of other multi-stakeholder collaborations in the mining sector in Australia to benchmark MCIG and consider the most appropriate arrangements for the group; and the facilitation of a process to adopt revised Terms of Reference, seek funding commitments, establish operating rules and meeting processes, consider a future program of work, and employ an independent chair and program officer to drive the next phase of the MCIG.

At the time of writing this case, the revised Terms of Reference (Appendix B) had been adopted; funds had been committed by key partners (split evenly between the IRC and 3 key mining operations – represented by 4 companies) and a process was established for formalisation of these arrangements; committees have been established for the employment of an independent chair and program officer after potential candidates were prioritised by the group; a position description for the program officer has been developed; and a robust minute taking and meeting schedule have been established. MCIG aims to relaunch the group at the beginning of the 2012-13 financial year. The initial focus of MCIG is to better understand the problem and the management options available and the provision of information to community. The group has attempted to outreach to other generators of dust, including the local quarry and CSG operators.

During this time the Queensland government also committed to situate a temporary dust monitor (for a period of 12 months) in the town of Moranbah to provide an additional source of information independent of the mining industry. This is the first time that the Queensland government had done so in Moranbah and according to key government informants this decision was made due to the presence of MCIG and the proactive steps it had taken to progress understanding and management of the issue.

Networks such as the MCIG offer the opportunity to improve cross-company or cross-sector communication, but groundwork is needed before that sharing of information leads to mutual benefit. One important strategy, as the group was advised is to, “Pick your umpire early and agree on the rules of the game – whose ‘measures’ will you believe and what thresholds are acceptable”. What is important to note here is that

(1) how the group is established,

(2) what it will work on and

(3) by what means

are each key aspects that require prioritised thought and attention. In addition, it helps tremendously to have facilitation by a trusted party that is inter-dependent on the other

participants within the collaboration and familiar with the issues at hand is well placed to progress collaborations through the establishment phase.

Take-away lesson

The MCIG has been a successful implementation of a multi-stakeholder group to address, in an ongoing way, cumulative impacts of a number of different industrial and agricultural actors as pertain to the generation of dust in the vicinity of the Moranbah community.

Common themes of successful models

Where the lines of responsibility are blurred, no sector has all the resources and competencies to manage the complex interaction of factors and there is an imperative in terms of a crisis in public opinion (social license) and/ or regulatory intervention, a collaborative approach appears the most constructive way to address issues. However, given the time requirements, the necessity for seed funding to support the establishment phase, and the need for overlapping and complementary competencies and resources, collaborative arrangements are not appropriate responses in all situations. They are an effective response under certain conditions and with sufficient resources particularly time and money.

Lessons of time, trust & turf

Faced with problems that accumulate, collective action can add value or deliver what has been called "collaborative advantage" as opposed to "collaborative inertia" (Huxham 2003). Collaboration may be appropriate:

- when you need flexible ways of operating rather than rigid, bureaucratic processes (Goldsmith and Eggers 2004; Keast et al. 2004; McGuire 2006; Perkins et al. 2010);
- when you want to mobilise diverse resources on a scale beyond any individual agency e.g. the resources and energies of different sectors (Craig and Taylor 2002);
- when you have an agreed formula for sharing resources, risks, responsibilities;
- when you need to tackle complex issues (Williams and Sullivan 2007); and
- when there are multiple (potentially conflicting) interests and you wish to be inclusive and responsive to this diversity.

However, collaboration is not an ideal solution in all cases and potential benefit will only be realised if the collaborative grouping has appropriate brokering, coordination and

leadership and overcomes challenges and avoids potential pitfalls associated with forming and maintaining networks.

Time

It is important to highlight that the Moranbah case was initiated more than two years before they were able to form and establish agreed structures and ways of working as a collaborative group. It is commonly reported that even skilled facilitators and brokers take this length of time to cultivate trust, negotiate among the diverse partners and gain formal agreement to governance models and cost-sharing arrangements (Leach et al., 2002). Unrealistic timescales that do not allow for these long lead times are equally common and frequently problematic in collaborative exercises (Goldsmith and Eggers 2004). This is partly because the 'relational' ways of operating that they involve and the essential relationship-building between stakeholders takes time. Therefore, even though it may be tempting to look for short-term solutions to thorny problems such as cumulative impacts, it has been proven that in the long-term, the slower approach to building a collaborative group will save time and duplication of efforts if the nature of a problem demands a collective response.

Trust

The importance of intangible, informal aspects such as personal relationships poses a challenge to multi-sector collaboration (see: Stoker 2006; Sullivan, Barnes and Matka 2007). This is especially the case if the sectors involved are usually in anti-collaborative competition with one another. Whether because of competitive relationships, prior or current troubled working relationships, or from a lack of understanding about how stakeholder groups or disciplines operate, or personal factors such as personality and temperament, lack of trust can become a barrier to collaborative efforts.

Turf

(1) Determining who is responsible for which impacts in what geographic area ('turf') is challenging because cumulative impacts are, by their very nature, compounded over a region affected by numerous actors. Because there is increasing potential for cumulative impacts where boundaries overlap, defining boundaries, and ascribing areas of responsibility, can be critical. This is likely to be challenging and aggravated in multi-stakeholder situations where various parties operate within different jurisdictions. Examples are when a receiving environment hosts mixed-land uses or where the cumulative impact is directly connected to competitive advantage rather than relating to pre-competitive or non-competitive space.

(2) Turf issues surface when there is an imbalance, perceived or real amongst collaboration partners relating to: resources, data, influence and benefits. If partners

do not see each other as equally involved in or benefiting from their collaboration, or if they see others as ‘empire building’ – using the collaboration to bolster individual competitive advantage at the expense of other partners – ‘turf’ is getting in the way of a successful collaboration.

(3) Finally, ‘turf’ relates to establishing productive working relationships when control of resources is an issue. For example, a common challenge for multi-sector collaborations concerns financial resources (Hudson and Hardy 2002). One solution to this issue is to advocate for member-funding of collaborative groups rather than to have group members compete with one another for external funds.

Questions for Reflection:

It is common to refer to groups maturing through stages of 'forming, norming, storming and performing' – can you identify any of these in the account of the group's activities 2010-2012?

Compare any experiences you've had of collaborating with others that are similar to or different than the experiences of the Moranbah Cumulative Impacts Group? What do you learn from this comparison?

How important do you think Time, Trust and Turf are in working collaboratively?

What are the main advantages and disadvantages of working in collaboration with others as in the MCIG?

What are the main obstacles to collaboration to manage cumulative impacts?

If you had the opportunity what three questions would you like to ask those involved with the Moranbah Cumulative Impacts Group?

Group Exercise

There are many different large footprint industries that may contribute to cumulative impacts in areas where they operate due to similar activities being carried out by, or having similar effects as, other industrial neighbours. In small groups, generate a matrix of industries that may exist in clusters with other similar businesses or related industrial actors. In the matrix list all the possible environmental and social impacts that each industrial unit may have. Discuss where the cumulative impacts might begin to build, causing social and environmental issues for nearby or even down-stream towns and regions. Next, identify the different stakeholder groups that you might need to engage to develop a cumulative impacts group. How would you encourage your corporation and your industrial neighbours to participate in this process?

Appendix A

Toolkits and guides for forming and assessing collaborative groups

Partnerships analysis Tool & Checklist (VicHealth)
http://www.vichealth.vic.gov.au/en/Publications/VicHealth-General-Publications/Partnerships-Analysis-Tool.aspx

While initially created for the health sector, this analysis tool and checklist provides a useful guide to plan, assess, monitor and maximise partnership effectiveness. It was revised in 2011 and now includes information on changing organisations. It is designed to help organisations:

- Develop a clearer understanding of the range of purposes of collaborations
- Reflect on the partnerships they have established
- Focus on ways to strengthen new and existing partnerships by engaging in discussion about issues and ways forward.

Guidebook for Promoting Good Governance in Public-Private Partnerships (United Nations Economic Commission for Europe)
http://www.unece.org/fileadmin/DAM/ceci/publications/ppp.pdf

This Guidebook demonstrates how governments and the private sector can improve governance in Public-Private Partnerships (PPPs) and creates a basis for the elaboration of training modules for PPPs. It addresses four key questions:

- What does governance mean in PPPs?
- How can governments improve their governance?
- What technical, financial, legal, and other challenges must be overcome to build capacity?
- How can PPPs improve efficiency and achieve social, economic and environmental objectives simultaneously?

Public-Private Dialogue Handbook (DFID, WB, IFC, OECD)
http://www.publicprivatedialogue.org/papers/PPD%20handbook.pdf

This handbook is for anyone who is interested in promoting public-private dialogue (PPD) as a tool for improving the conditions for the private sector. This includes donor agencies, governments, private sector representative associations, and individual businesspeople.

There is also a Charter of Good Practice using Public Private Dialogue for Private Sector Development available from: http://www.publicprivatedialogue.org/charter/PPD_Charter.pdf

Appendix A (continued)

Mining: Partnerships for Development Toolkit (ICMM)
http://www.opml.co.uk/sites/opml/files/MPD%20Toolkit.pdf

This toolkit focuses on six thematic areas where there is potential for partnerships between companies and other stakeholders to enhance the positive contribution and minimize the negative impacts of mining:

- Poverty reduction
- Economic development: Revenue management
- Economic development: Regional development planning
- Economic development: Local content
- Social investment
- Disputes and resolution

Public-Private Partnership Handbook (Asian Development Bank)
http://www.apec.org.au/docs/ADB%20Public%20Private%20Partnership%20Handbook.pdf

This Public–Private Partnership (PPP) Handbook provides an overview of the role, design, structure, and execution of PPPs for infrastructure development. With inputs from policy and transaction specialists, this handbook addresses a range of matters associated with PPPs, from policy considerations to implementation issues.

Assessing Your Collaboration: A Self Evaluation Tool
http://www.joe.org/joe/1999april/tt1.php

This is a short, simple self-assessment checklist on the key features involved in the collaborative process. It uses a likert-scale series of questions (12 questions total) and provides recommendations for improvements based on your total score.

Partnership Self-Assessment Tool
http://partnershiptool.net/

This tool is designed as an internal assessment of successful collaboration in partnerships. It includes a detailed questionnaire and a reporting template – both available to download in pdf format.

Appendix B: Terms of Reference

Moranbah Cumulative Impact Group (MCIG)

Terms of Reference

Purpose

This Terms of Reference sets out agreed arrangements to support networking, coordination and cooperation between the parties for the purposes of

(a) working together to improve understanding, information sharing and monitoring by all sectors; and

(b) informing and protecting the community and industry from the cumulative impacts of dust, noise and other amenity concerns as determined by the group.

The MCIG is a voluntary initiative by stakeholders who believe they can achieve improvements for the community by working together. It has a community rather than a mine-site focus and no powers to enforce behaviours by those participating. The MCIG has a legitimate interest in compliance with State and Local Government conditions and legislation, but its main focus is broader than individual performance issues.

Committee Structure

The MCIG will operate through the following structures

MCIG Core Group	
Function	Forum for transparent dialogue and continual learning. Custodians of pooled information. Collective formulation of MCIG positions, actions and projects. Setting and applying criteria for addressing new issues. Agreeing Project Officer tasks and MCIG Operating budget Amending these Terms of Reference.
Membership	• Three representatives from the relevant State government sector (e.g. DERM, DLGP, DEEDI). • Two representatives from Isaac Regional Council (1 elected, 1 staff). • Three to five representatives from a cross-section of the community (chosen through an EOI process, or by co-option, as demonstrating (i) a strong connection with a demographic or interest group they seek to represent,(ii) the skills to represent their group *and* take into consideration the interests of the broader community, and (iii) a commitment to the purpose and value of MCIG. The Independent Chair will coordinate selection of community representatives in consultation with MCIG). • Two Union representatives (representing the CFMEU and the Queensland Council of Unions). • One representative from each member company. • An Independent Chair. • The project officer will be an ex-officio member. As well as their representative, each sector is encouraged to have one or more alternates. The alternates are welcome to attend all meetings not just

	those for which the representative is unavailable. Membership will be reviewed every 2 years or as decided by consensus or application. Potential new member companies will be invited to participate as observers initially until the annual review of resource contributions.
Operation	Meets regularly (quarterly) in Moranbah for ~ ½ day. Makes decisions by group consensus. Decides on the appropriate resources for operations and to implement actions and projects. Oversees the project officer and development and monitoring of operational budget. Manages membership transitions in the MCIG and induction of new members.
Project Officer	
Function	Operates the secretariat providing operational and administrative support to MCIG. Coordinates and implements actions and projects of MCIG
Membership	Designated half time staff equivalent
Operation	Organise meetings, circulate agendas and documentation for MCIG and any related working groups. Take minutes at all meetings and distribute in a timely manner. Facilitate group communications and support the Chair and MCIG. Maintain records of all actions and provide regular progress reports. Liaise with all members on MCIG business. Implement authorised communications and other activities. Plans and coordinates MCIG projects under the guidance of the Chair.
Independent chair	
Function	• Provide strategic leadership and capacity building for MCIG • Facilitate group meetings and action • Foster open and trusting relationships within MCIG • Liaise with media in conjunction with Project Officer
Membership	• An ‘external’ person not associated with any of the groups represented on MCIG, nominated and chosen by the MCIG. • Someone with available time who commands public respect, is seen as impartial and, while not necessarily an ‘expert’, has familiarity with the sector, community and its issues.
Operation	• Remain neutral • Focus the group’s effort on agreed purpose and tasks • Establish a clear context and framework • Manage group dynamics and MCIG’s time • Liaise with secretariat over agendas, minutes, schedules etc • Liaise with the Project Officer over MCIG projects • Facilitate meetings
Working Groups	
Function	Support the Core Group with respect to specific projects and activities
Membership	Can be sub-group of MCIG or involve co-opted external experts or stakeholders (e.g. alternates or other additional people from participating sectors and beyond).
Operation	• Convened as required for specific tasks

	• Implementing and advisory role not decision-making • In-kind and cash budgets for most projects will be additional to the operational budget and negotiated separately.
Observers (and invited presenters)	
Function	To participate in open meetings on a casual or on-going basis, contribute to the discussions and learn from the exchanges
Membership	• Invited representatives of other industries whose activities may be impacting on amenity and development activity in Moranbah (e.g. Quarry, CSG, QR National). • People with relevant expertise, experience or interests may be invited from time to time to participate in meetings.
Operation	Have no voting rights. Cannot participate in closed sessions or closed meetings.

Resourcing

- All members will make in-kind contributions to the MCIG – notably of their time both during and between meetings and expenses to attend meetings and committee activities.
- The operation of the secretariat and expenses and the honorarium for the independent chair will be a significant recurrent cost. Responsibility for covering these costs will be shared amongst member companies and Council, according to a formula agreed between the parties. The amount will be reviewed during annual budget processes.
- Any specific projects devised by MCIG will require additional funding which can be negotiated with group members or external sources depending on the nature of the project.

Ground Rules

- **Be open**, honest and direct and speak for your constituency
- **Respect** others and yourself. No put downs, no calls/messages.
- **Take responsibility** for yourself, for the group, but not for other individuals
- **Be flexible** and revise your perspective with added understanding
- **Commit** and contribute equally
- **Attend** meetings regularly
- **Listen** to each other with an open mind
- **Read** materials and study information before meetings
- **Ask** questions when necessary
- **Create** solutions that everybody will support
- **Participate** collaboratively in group decision making
- **Discuss** what happens at MCIG meetings with your constituency
- **Work** hard, be patient, be positive, don't leave
- **Focus** on the future, consider lessons from the past

Communication

- MCIG is committed to increasing transparency, sharing information and informing the community. Consequently members will report information, discussions and decisions back to their constituencies and to the wider community where possible. Members should not, however, publicly

discuss the personal views of another individual member or of other observers present at meetings.

- As well, members have an obligation to represent the information presented at meetings and the discussions of the group in good faith and non-prejudicial ways to the community.
- For sensitive matters, members may request a closed meeting session. Similarly presenters can indicate that some component of the information is ‘off the public record’.
- Media liaison about the activities of individual groups/ companies remains the responsibility of those groups.
- MCIG will only undertake media liaison in relation to its own activities and will identify agreed media positions during meetings. The project officer will write media releases around these statements that will be circulated to the group (with clear timelines for release) prior to distribution to the media.
- The role of speaking to the media if required or, in other ways being the public ‘voice’ of MCIG will be undertaken by the chairperson and/or project officer as authorised at MCIG meetings.
- Members may identify themselves as members of MCIG and a list of members will be made public.

Term of involvement for MCIG Core Group and Independent Chair

Two year renewable terms.

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