



SMART TRANSFORMATION

SMART TRANSFORMATION ADVISORY COUNCIL

TERMS OF REFERENCE – MAY 2025

PURPOSE

“The purpose of Smart Transformation is to help future-proof our communities of Dysart and Moranbah.”

Members of the Dysart and Moranbah communities in the Bowen Basin are eager to see their towns survive and thrive into the future. The Smart Transformation Project (“the Project”), supported by BHP Mitsubishi Alliance (BMA), is working to enable that vision by increasing local understanding of potential opportunities and impacts both communities have to manage moving forward, while also prioritising, developing and implementing initiatives to help secure the communities’ futures.

This aligns with BHP’s Thriving, Empowered Communities social value pillar and its principles of co-creation, whereby external stakeholders work alongside BHP, contributing to the design and implementation of its social investment strategy.

Community-led and independently facilitated, the Project is exploring what the Dysart and Moranbah communities have to do to transform themselves effectively, with the Smart Transformation Advisory Councils (STACs) and Smart Transformation Youth Advisory Council (YAC) undertaking public engagement to build awareness and validate the needs/opportunities that the future offers as well as contribute to oversight of Smart Transformation’s Community Roadmap, its projects and their implementation.

VALUES AND PRINCIPLES OF THE STAC

- Trust and a spirit of cooperation is to be developed between members.
- Teamwork, timeliness, perseverance and patience will be expected.
- Members are entitled to discuss their views in a frank discussion that is respectful.
- Members will hopefully develop a sense of belonging to the Group and value their involvement in the Group.
- The Roadmap will be implemented in a manner which has the STAC members themselves at the core and will align with the resources they have available.

REPRESENTATION ON THE ADVISORY COUNCILS

The composition of the Advisory Councils is designed to represent a broad spectrum of the community, including representation from the following:

- Local business owners
- Community leaders
- Education and training sector
- Medical, allied health and community services sector
- Employee representatives
- BMA representatives (both site-based and corporate)



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ROLE DESCRIPTIONS

The primary function of the STACs is to provide ongoing participatory forums to identify social impacts and future opportunities as defined and prioritised by the communities of Dysart and Moranbah, and to oversee the implementation of the Roadmap. The following are role descriptions for key participants:

STAC members

- Represent the interests of the Dysart and Moranbah communities
- Uphold the values and principals of Smart Transformation
- Contribute positively to the purpose, goals and activities of the Advisory Councils
- Demonstrate and inspire collaboration, accountability, inclusivity, creativity, energy and collective momentum
- Grow relationships and trust and build collective momentum towards solutions thereby broadening the impact of Smart Transformation
- Attend regular meetings of the Smart Transformation Advisory Council.
- Provide an advocacy role for the community, speaking on behalf of the community on key issues and areas of priority for community.
- Share information across the broader community with regards to the work of the STAC, and the projects that are being delivered through Smart Transformation.
- Contribute collectively to oversight of the implementation of the Community Roadmap, including endorsement and feedback on Project development and implementation, with the support of the secretariat, as well as acting as representatives on project teams as relevant

BMA representatives (site-based and corporate)

- Support the operation of the STACs through funding for its operation and agreed projects.
- Uphold the values and principals of Smart Transformation
- Contribute positively to the purpose, goals and activities of the Advisory Councils
- Engage with the STACs as a Consultation Process over and above required statutory obligations to ensure an effective interface with the community
- Represent BHP/BMA's position in response to issues raised in a timely, transparent manner
- Where possible, transparently share information relating to BMA's social investment programs and partnerships that are delivered beyond the Smart Transformation project.
- Give consideration to STAC priorities in the allocation of social investment funds to Smart Transformation projects
- Work with the STAC project leads, as well as the Independent Facilitator, to collaboratively scope up projects for potential BMA funding, and progress those through necessary due diligence, contracting and approval pathways.
- Be responsible for the contractual management of any projects that are contracted with BMA for implementation.
- Contribute to, and review, reporting on behalf of the Smart Transformation project to achieve effective measurement of success against STAC priorities.
- Where possible, coordinate the attendance of senior BMA representatives to attend STAC meetings where appropriate to speak to key areas of interest to the STACs.



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Independent Facilitator

- Uphold the values and principals of Smart Transformation
- Contribute positively to the purpose, goals and activities of the Advisory Councils
- Enable open, transparent and inclusive discussions while managing differing political and possibly dissenting views
- Effectively and efficiently ensure the delivery of STAC and YAC meetings, including working with key community stakeholders, STAC members, and related organisations (including the schools) to determine appropriate content and agenda items for each meeting and to prepare for each meeting accordingly.
- Support project identification, development and delivery as directed by STAC and YAC members. Must work with the STAC project leads, as well as BMA, to collaboratively scope up projects for potential BMA funding.
- Collaborate with regional partners, key stakeholders, local council and others to understand the broader context under which the STAC operates, and to identify opportunities in consultation with the STACs.
- Collate all data related to the performance of individual projects and the broader Smart Transformation program to enable effective and regular reporting, and to demonstrate success and impact for the program.
- Be responsible for the development and maintenance of governance related documentation to support the STACs including governance documents, meeting documentation, reporting, newsletters and communications content, website and others.
- Give consideration to:
 - Shifting community mindset from dependency to a recognition of the region's strategic comparative advantage to future-proof towns
 - Empowering the local community to feel it can proactively adapt to 4IR opportunities and build sustainable communities
 - Enabling a confident future outlook for the local community about how to optimise opportunities.

MEETINGS

Meetings will:

- Exchange information between members about local issues, social impacts and opportunities on the communities
- Assess communications and engagement activities, and plan and pursue community priorities
- Prioritise and oversee the Community Roadmap projects through development and implementation against the communities' objectives related to the three core themes of:
 - Skills and training
 - Community wellbeing
 - Business opportunities
- Raise awareness and understanding of the communities' challenges and opportunities through agreed information release protocols



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REPRESENTATION TO THE COUNCIL

It is intended to have the meetings for the membership only.

Individuals or organisations may also be invited to attend as visitors. Invited visitors will have no automatic speaking rights. They would be expected to make contributions through the Facilitator. If there has not been time to inform the Group of a visitor attending, then the Facilitator must introduce the visitor and ask the Group if the visitor can stay.

APPOINTMENT OF MEMBERS AND FILLING OF VACANCIES ¹

It is intended that the Group have flexibility in the way it appoints members. Members can be appointed either by:

- i) a public advertising process; or
- ii) invitation of persons with particular expertise which is of relevance to the Group.

MEETING AND COMMUNICATION PROTOCOLS

Internal

- Celebrate successful outcomes - acknowledge when something has worked.
- Council members are encouraged to bring issues to the group, to enable a frank discussion of the causes and address negative outcomes.
- Participation in the meeting is in person, and proxies are not allowed.
- Presentations at meetings to be negotiated around issues as they arise and be as efficient as possible.
- The independent facilitator will take the Minutes and be responsible for their distribution.

Some issues may need a confidential discussion so, at the completion of the discussion, the Group will identify the information for release and any notes to be recorded.

External

- STAC members are encouraged to communicate Smart Transformation, its priorities and projects throughout their networks and the broader community.
- Material will be provided to STAC members including the Roadmap Monthly Report to support their communications and engagement.

¹ See also the STAC Member Selection Process document.