

McArthur River Mine  
**Community  
Benefits Trust**



Annual Plan 2013  
30 June 2012

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**Cover illustration:** The painting shown on the cover is by Borroloola artist Allan Baker. Allan is represented by the Waralungku Arts Centre in Borroloola, which is supported by McArthur River Mining. Waralungku Arts represents over 40 different artists from the Gurdanji, Mara, Garawa and Yanyuwa traditional language groups. Borroloola artists associated with Waralungku have been selected to show their work in the Telstra Indigenous Art Awards and are represented in the collections of major Australian art galleries.

## Executive Summary

The MRM Community Benefits Trust Annual Plan provides the strategic overview for intended activities and operation of the Trust during the 2012/2013 financial year.

Its preparation is founded on the objectives, charitable purpose and commitments of the Trust as specified within our legal governance framework.

Since undertaking the 2012 Annual Plan, two significant NT Government initiatives will continue to inform many major development projects throughout the region:

- The Northern Territory Government (NTG) is finalising the inaugural Borroloola Territory Growth Town (TGT) Local Implementation Plan (LIP). The Local Implementation Plan includes the identification of a range of economic, social and infrastructure priorities for the town of Borroloola. A Local Implementation Planning Group is convened by the NTG to continue to progress the government's broad development and investment agenda for the town.
- As a part of the Territory Growth Town Local Implementation Plan process, the NT Department of Lands and Planning is also currently reviewing the Borroloola Town Plan. With an eye on future population and economic growth in the town, the NT Government has committed to address an increased need for social services, business development, housing and key civic infrastructure. It is recognised that resolving outstanding Native Title land tenure issues is a key challenge within the Borroloola town boundary.

The Trust itself has invested in future planning within this region over many years. In 2007, we commissioned a 20 year community development plan which has informed more recent plans by both the Roger Gulf Shire and the NT Government's Local Implementation Plan for Borroloola. The Trust will continue to support government to achieve a strategic and sustainable vision for the town of Borroloola and, thereby, to maximise social, economic and infrastructure benefits for the region as a whole.

Each year, the Trust Project Officers implement a dedicated consultation program involving various government representatives, community organisations and individuals within the region. The consultation program also maintains a formal series of focus groups investigating the interests of particular segments of the community: women, youth, business and community representatives.

Other sources of information on community needs and priorities during 2012 were:

- Outcomes of Local Implementation Planning Group meetings
- A comprehensive Social Impact Assessment conducted by MRM in the context of the proposed Phase 3 Development Project.

It is clear the strategy for 2012-2013 for the Trust needs to:

1. Proactively seek proponents to support long standing needs in the community as identified through previous consultation and which have not yet been able to be delivered by local organisations
2. Leverage investments in previous business planning projects supported by the Trust and see them through into action in order to achieve targeted outcomes for the community
3. Prepare the community for job and business opportunities arising from infrastructure and services to come as a result of the LIP.



After taking into consideration community and stakeholder feedback, recent developments within the region, the resources and funding available, and Trust commitments, the following priorities were revealed.

Commitments	Priority
Enterprise and job creation	<p>To support the development of a broader diversity of jobs within the region associated with proposed infrastructure projects:</p> <ul style="list-style-type: none"> <li>• Borroloola Business Hub;</li> <li>• Multipurpose Centre;</li> <li>• youth and/or student hostel;</li> <li>• residential housing developments;</li> <li>• alternative accommodation options in Borroloola, e.g. motel</li> <li>• road maintenance and improvement</li> </ul>
Environment	<p>Ongoing support for the implementation of the Barni-Wardimantha Awara strategy as a Yanyuwa <i>Caring for our Country</i> initiative following business planning funded by the Trust in 2012.</p> <p>Initial scoping of a land-based ranger development program with Gurdanji and other interested groups.</p>
Education	<p>Continue to support the investigation and establishment of a youth and/or student Hostel to be associated with the Borroloola School.</p>
Social and Community Development	<p>To support community needs for improved:</p> <ul style="list-style-type: none"> <li>• public and private housing options;</li> <li>• public transport services;</li> <li>• youth and recreation programs and facilities.</li> </ul>
Health	<p>Support the development of a range of health and wellbeing programs for the region:</p> <ul style="list-style-type: none"> <li>• Women's Health</li> <li>• Alcohol and other drugs</li> <li>• Youth counselling, mental health and suicide prevention</li> </ul>
Culture and Art	<p>Building on the recent success of the <i>Song Peoples Project</i>, the Trust can explore with the community the development of a long term and sustainable cultural maintenance, performance and heritage program. Links to education, training and future employment outcomes for both young people and senior community members will be maximised. Potential program partnerships with relevant bodies such as AIATSIS in Canberra will also be explored.</p>
MRM target of 20% workforce participation	<p>Support the MRM Indigenous Pathways to Employment Strategy which, since first supported by the Trust in 2009, has generated 66 additional Indigenous employees at MRM.</p>
One new local business per annum to supply a product or service to the mine	<p>Ongoing priority to provide support for the business planning and establishment of a new business to be identified based on mine procurement needs.</p>

The Trust has a surplus of unallocated funds from the 2011-2012 financial year which is available for commitment in 2013. The cash position as at 30 June 2012 was \$5.2 million.

In total, the funds available for investment in grant programs in 2013 is estimated at \$4.3 million after taking into consideration MRM's annual financial contribution due in October 2012 and current commitments for which funding has not yet been released.

# 1 Objectives

## 1.1 Agreement objectives

The overarching objectives of the Annual Plan are in line with the July 2007 Agreement between McArthur River Mining and the Northern Territory Government for the establishment of the Trust in order to:

- Facilitate ongoing sustainable development of the community and the region including community capacity building and local business enterprise development
- Create jobs and training opportunities
- Build infrastructure within the community to a level that will facilitate the creation of local jobs, diversity of new enterprise, beneficial social activity and improved health outcomes
- Enhance the positive social and economic impact of McArthur River Mining (MRM)'s mining operations resulting from the open pit mining operations on the community and the region as far as is reasonably practical.

## 1.2 Charitable purpose

The charitable purpose of the Trust is to provide:

- Grants, scholarships, bursaries and other assistance for education, vocational training and enterprise development
- Grants and other assistance for community infrastructure, and community development including the promotion of initiatives in the areas of health, law, arts, sport and culture.

## 1.3 Commitments

The Trust is committed to supporting:

1. Employment, training and enterprise development generated both through MRM's mining operations and in the wider Borroloola economy including:
  - Fulfilling MRM's target to achieve 20% workforce participation by indigenous people
  - The commitment to generate and support the establishment of one new local business per annum to supply a product or service to the mine
2. Community-based package of social and economic programs benefiting: enterprise and job creation; environment; education; social and community development; health; culture and art.

# 2 Regional Focus

The Trust supports the Borroloola region which comprises the communities bounded by Robinson River in the south-east, Sir Edward Pellew Islands in the north, Limmen Bight River in the west and Balbirini Station in the south. The township of Borroloola sits at the heart.

For the Trust to be a success it must support initiatives and projects that work to achieve the long-term vision of the region.

In the past, applications for grant funding have been received and supported for programs implemented in the recognised centres within the region:

- Borroloola
- Robinson River
- King Ash Bay

### 3 Context for Action

Since undertaking the 2012 Annual Plan, two significant NT Government initiatives will continue to inform many major development projects throughout the region:

- The Northern Territory Government (NTG) is finalising the inaugural Borroloola Territory Growth Town (TGT) Local Implementation Plan (LIP). The Local Implementation Plan includes the identification of a range of economic, social and infrastructure priorities for the town of Borroloola. A Local Implementation Planning Group is convened by the NTG to continue to progress the government's broad development and investment agenda for the town.
- As a part of the Territory Growth Town Local Implementation Plan process, the NT Department of Lands and Planning is also currently reviewing the Borroloola Town Plan. With an eye on future population and economic growth in the town, the NT Government has committed to address an increased need for social services, business development, housing and key civic infrastructure. It is recognised that resolving outstanding Native Title land tenure issues is a key challenge within the Borroloola town boundary.

In addition, MRM conducted a Social Impact Assessment (2012) in relation to the proposed Phase 3 Development Project which has revealed a range of community needs and interest in the Trust.

#### *3.1 Implications for Trust planning*

From reviewing both the NT Government's Local Implementation Plan for Borroloola (LIP, July 2012) and the recent findings of MRM's own Social Impact Assessment (SIA, January 2012), the following regional priorities have implications for future Trust planning:

- Public and private housing and accommodation provision
- Road improvements, Public Transport and Driver Education provision
- Community Health and Wellbeing through the development of infrastructure and programs to address program needs and gaps in:
  - public health provision
  - substance abuse
  - mental health and youth suicide
  - sport and recreation

## 4 Community Engagement Activities

Consultation is undertaken each year to ensure the priorities outlined in this Plan are in line with community expectations and evolving needs.

A draft 20 Year Plan for the MRM Community Benefits Trust was created in 2008 to guide immediate and long term funding priorities.

The Annual Plan for the Trust continues to refine the higher level strategic outcomes identified by the community.

The vision was again confirmed through the 2011 consultation process:

*“To Create A Vibrant, Thriving, Healthy Region by 2028”*

The community engagement activities undertaken involve:

- Regular engagement by the Trust Project Officer with a range of community stakeholders on a monthly basis
- Group consultation specifically to support the Annual Plan

This ongoing consultative process continues to provide input to the community concerns and needs identified in section 4.2 of this plan.

### 4.1 Focus Group Consultation

Supporting regular monthly visits which are used to inform the Annual Planning process of the Trust, a structured consultation program was undertaken in 2012 to focus specifically on identifying community needs and priorities as part of the Annual Plan's development. These meetings were facilitated by the Project Officers and were considered effective in obtaining a greater depth of information about community needs and concerns.

## COMMUNITY ENGAGEMENT: STAKEHOLDERS CONSULTED

### Organisations

- MAWA representatives
- Mabunji Aboriginal Resource Assn Inc
- Language Centre
- Creche
- Industry Services Australia
- The Smith Family
- Borroloola School
- Northern Land Council– Borroloola
- Mungoorbada Aboriginal Corporation
- Health Clinic – Robinson River
- Robinson River School
- li-Anthawirriyarra Sea Rangers
- Waralungku Arts



## Government

### Roper Gulf Shire

- Shire Services Manager
- Sport & Rec Coordinator
- Sport & Rec Development Manager
- CEO
- Director of Corporate & Community Services
- Director of Technical Services
- Borroloola Library

### Northern Territory Government

- Remote Engagement Officer Borroloola
- Implementation Service Delivery Coordination Unit (non SRSD sites)
- Regional Development Division – Indigenous Business Development
- Transforming Indigenous Education
- Dept of Housing, Local Government and Regional Services
- Dept of Justice, Licensing, Regulation and Alcohol Strategy

### Commonwealth

- FaHCSIA – Government Business Managers – Borroloola and Robinson River

## Individuals

- Lizzy Hogan
- Susan Charlie
- Peggy Mawson
- Katie Baker
- Maureen Timothy
- Marjorie Keighran
- Gloria Friday
- Adrienne Friday
- Eunice Isaac
- Topsy Green
- Elizabeth Lansen
- Trish Emly
- Samuel Evans
- Frank Ger
- Maryanne Riley
- Jimmy Morrison
- Keith Hallett
- Sylvia Hughes
- Louise Beilby
- Frazer Baker
- Marlene Karkadoo
- Harry Lansen
- Val Seib
- Ronnie Raggett
- May Raggett
- Hazel Shadforth
- Rosie Noble
- Mavis Timothy
- Chloe Mulholland
- David Harvey
- Leonard Norman
- Johnny Joe
- David Roper
- Brian Hume
- Valerie Redbank
- Isa McDinny
- Dinah Norman
- Jemima Miller
- Colin Woody
- Donald Shadford
- Karen Noble
- Sue Roden
- Veronica Thorpe
- Alex Hanley
- Kathy Jupiter
- Alan Jupiter
- Joyce Durdie
- Stan Allen
- Gerald Wollorogang
- Timothy Simon
- Dickie Dixon
- Shannon Dixon
- Farron Jackson
- Jasminie Cambell
- Theresa Simon
- Lynette Simon
- Thelma Dixon
- Daisy Shadford
- Johnny Shadford
- Robert Kerr
- Tolby Bob
- Suzanne George
- Stephen Johnson
- John Clarke
- Derek Cole
- Sophia Simon
- David Anderson
- Cheryl Dixon
- Rod Whitehead
- Billy Anderson
- Chantelle Anderson
- Daniel Mulholland

## Committees and Groups

- Womens Group
- Youth Group
- NAIDOC Committee
- Boonu Boonu Festival Organisers
- Rodeo Committee
- Men's Group
- Borroloola Pool Committee

## 4.2 Identified community concerns and needs

The following table provides a summary of the identified community needs arising from the consultation program. These are grouped by their reference to the categories for social and economic programs supported by the Trust: enterprise and job creation; environment; education; social and community development; health; culture and art.

The table also provides a summary of the ideas arising from consultations with the community. Many of these community needs have already been captured in the previous 2011/12 Annual Plan and the Project team continues to work to support the achievement of these established priorities.

### Enterprise and job creation

Identified need	Preliminary ideas	Consultation/s period identified
Develop skills and experience outside the mining sector and focus on new jobs that will come available with infrastructure developments planned	<ul style="list-style-type: none"> <li>Extend VET in schools program to include community development training to meet the need for new human services which are proposed for Borroloola</li> <li>Secure building apprenticeships for housing construction</li> <li>Provide building and property maintenance training opportunities for business hub and multipurpose centre.</li> <li>Ensure training in road repair and maintenance is available within the region.</li> </ul>	2012

### Environment

Identified need	Preliminary ideas	Consultation/s period identified
Monitor and support the various programs underway in the Gulf Region	<ul style="list-style-type: none"> <li>Support for the implementation of aspects of the Barni-Wardimantha Awara Report as a Caring for our Country initiative.</li> <li>Gurdanji Rangers program to be developed</li> </ul>	2012

### Culture and Art

Identified need	Preliminary ideas	Consultation/s period identified
Improve education of young people in the culture of local groups	Extend Song Peoples project to engage with young people. Follow up previous proposals in regard to documenting stories of local language groups	2012

## Education

Identified need	Preliminary ideas	Consultation/s period identified
Lack of suitable accommodation to support young people currently in school to continue in education or for young people in the region to reside whilst attending education.	Establishment of a Youth/Student Hostel for young people participating in education and training.	2010/11, 2011/12

## Social and community development

Identified need	Preliminary ideas	Consultation/s period identified
Youth-specific mental health, substance abuse, counselling, suicide prevention and recreation facilities and services	Develop a youth wellbeing strategy with key government agencies and non-government organisations for the Gulf region,	2011/12
Progress the building of the Sports and Community Centre where it is accessible to the community	Ongoing support for the establishment of the indoor sport/community centre and complementary infrastructure ( <i>Note: This project is now subject to separate grants by Xstrata plc and the Northern Territory Government auspiced by the Trust</i> )	2010/11, 2011/12

## Health

Identified need	Preliminary ideas	Consultation/s period identified
Expanded Primary Health Care Provision across the region	Support the development of a range of health and wellbeing programs for the region: <ul style="list-style-type: none"> <li>• Women's Health</li> <li>• Alcohol and other drugs</li> <li>• Youth counselling, mental health and suicide prevention</li> </ul>	2011/12

## 5 Submissions and Outcomes 2011/2012

The following details funding applications and their outcomes for 2011-12. This list does not include projects approved in prior years which are continuing.

Category for action	Grant Recipient	Purpose	Amount	Outcome	Project Mgt & Reporting Requirements
Education	Borrooloola School Council	Breakfast program (3 years)	\$150,000	Approved	6 mthly
Environment	Mabunji Aboriginal Resource Association Inc: : li-Anthawirriyarra Sea Ranger Unit	Barni–Wadimantha Awarra: IPA consultancy	\$58,500	Approved	6 mthly
Environment	Infofish	Barramundi Phase 2 project – King Ash Bay	\$ 116,600	Approved	Quarterly
Enterprise & Job Creation	McArthur River Mine	MRM Indigenous Training and Employment Strategy	\$593,195	Approved	6mthly
Environment	James Cook University (JCU)	Looking for Dugong project (3 years)	\$316,000	Approved	6mthly
Social and community development	Borrooloola Amateur Race Club	Major renovation and facelift of arena and backyard facility	\$131,100	Approved	On completion
Social and community development	Nangala Project	Bunji Travel – volunteer travel organisation establishment	\$150,000	Consideration subject to further information	



Category for action	Grant Recipient	Purpose	Amount	Outcome	Project Mgt & Reporting Requirements
Education	Nova Peris Enterprises	Nova Peris Academy	\$350,000	Consideration subject to further information	
Enterprise and job creation	Bernie Redfern	Borrooloola Rent A Car	\$150,000	Denied	
Education	The Smith Family	Breakfast program	\$165,000	Denied	
		Celebrate School	\$126,000	Denied	
		Experiential mentoring	\$113,400	Denied	

## 6 Proposed activities in furtherance of the Commitments

Priorities for 2012/2013 have been considered based on earlier consultations and the continued community discussions throughout 2011/2012, the identified concerns and needs of the community, the resources and funding available, the preliminary ideas have been evaluated and priorities recommended based on all commitments for the Trust. These priorities will be the focus of activity for the Project Officer in the coming financial year.

Commitments	Priority
Enterprise and job creation	<p>To support the development of a broader diversity of jobs within the region associated with key infrastructure projects being planned:</p> <ul style="list-style-type: none"> <li>• Borroloola Business Hub;</li> <li>• Multipurpose Community Centre;</li> <li>• youth and/or student hostel;</li> <li>• residential housing developments;</li> <li>• alternative accommodation options in Borroloola, e.g. motel</li> <li>• road maintenance and improvement</li> </ul>
Environment	<p>Ongoing support for the implementation of the Barni-Wardimantha Awara report as a Yanyuwa Caring for our Country initiative following business planning funded by the Trust in 2012.</p> <p>Initial scoping of a land-based ranger development program with Gurdanji and other interested groups.</p>
Education	<p>Continue to support the investigation and establishment of a youth and/or student Hostel to be associated with the Borroloola School.</p>
Social and Community Development	<p>To support community needs for improved:</p> <ul style="list-style-type: none"> <li>• public and private housing options;</li> <li>• public transport services;</li> <li>• youth and recreation programs and facilities.</li> </ul>
Health	<p>Support the development of a range of health and wellbeing programs for the region:</p> <ul style="list-style-type: none"> <li>• Women's Health</li> <li>• Alcohol and other drugs</li> <li>• Youth counselling, mental health and suicide prevention</li> </ul>

Culture and Art	Building on the recent success of the Song Peoples Project, the Trust can explore with the community the development of a long term and sustainable cultural maintenance, performance and heritage program. Links to education, training and future employment outcomes for both young people and senior community members will be maximised. Potential program partnerships with relevant bodies such as AIATSIS in Canberra will also be explored.
MRM target of 20% workforce participation	Support the MRM Indigenous Pathways to Employment Strategy which, since first supported by the Trust in 2009, has generated 66 additional Indigenous employees at MRM.
One new local business per annum to supply a product or service to the mine	Ongoing priority to provide support for the business planning and establishment of a new business to be identified based on mine procurement needs.

The critical engagement of relevant Government Departments and funding organisations will be important in the achievement of major infrastructure needs within the community.

Both the Northern Territory Borroloola Local Implementation Plan and the Roper Gulf Shire Council Business Plan 2011-2012 have made reference to activities of the Trust and these potential partnerships will be proactively pursued.

## 7 Key Performance Indicators

The following key performance measures have been identified through the various Trust documents in relation to reporting responsibilities. These indicators will be used to measure the 2012/2013 performance of the MRM Community Benefits Trust.

Area	Measures
<b>Governance</b>	Compliance obligations met for MRM investment Obligations for reporting met Obligations for consultation met
<b>Investment</b>	Percentage of available funds committed to grant programs >85% Percentage of funding spent on administration costs <5% Spread of grant funding across the region Performance against priorities and needs
<b>Project outcomes</b>	Outcomes of grant investments based on project reports

## 8 Financial Position

The Trust has a significant surplus of unallocated funds from the 2012 financial year which is available for commitments in 2013.

Position as at 30 June 2012	
Cash-at-bank	\$5,229,173
Less approved grants for 2011/12 noted in Board minutes as having received approval	\$ 840,703
Net funds available	<b>\$4,388,470</b>

### Financial and Non-financial Contributions

As required under section 10.3(b) of the Agreement between MRM and the Northern Territory Government for the establishment of the MRM Community Benefits Trust, the following provides details in relation to MRM's financial and non-financial contributions for the financial year 2011-12.

#### MRM Financial contributions - 1 July 2011 to 30 June 2012

Item	Description	Cost (\$)
Annual commitment	MRM's annual contribution to the Trust	\$ 1,350,000
Board travel costs	Flights and Accommodation costs	\$3,879
<b>Total</b>		<b>\$1,353,879</b>

While the NT Government provides secretariat support to the Trust as its non- financial contribution, MRM provides project officer, community relations and meeting support to the Trust's activities throughout the year:

#### MRM Non-Financial contributions - 1 July 2011 to 30 June 2012

Item	Description	Cost (\$)
Project Officer	Operational, travel and accommodation costs incurred by project staff.	\$163,709
Community Relations Support	Assistance in planning and co-ordination of the Trust's activities.	\$15,836
Meeting Support	Catering, transport and meeting costs incurred by Trust activities at MRM and in Borroloola	\$ 3,869
<b>Total</b>		<b>\$183,414</b>

## 9 Operational Plan

The following operational plan is designed to ensure compliance with Trust obligations and to provide a clear and efficient mechanism for the key tasks of the Trust.

<b>GOVERNANCE</b>		
<b>Action</b>	<b>Who</b>	<b>Timing</b>
MRM to pay annual installment of \$1,350,000 in advance to Trust Fund	MRM to Trustee	31 October 2012
Quarterly meeting of Trustee Directors	Board	Quarterly
Foundation, Indigenous and Community Members to have notice of each quarterly meeting	Secretariat	Generally
Appoint new Directors as required	Board	As required
MRM 6 monthly report of its financial and non-financial contributions	MRM to NTG	Q2; Q4
Allocation and Investment Committee to meet to review submissions	Committee	Quarterly
Audited financial accounts	Secretariat	15 October annually
Administration and growth of the Trust investment funds	Secretariat	Ongoing
<b>ACTIVITIES</b>		
<b>Action</b>	<b>Who</b>	<b>Timing</b>
Table an income and expenditure report on the financial position of the Trust at each Board meeting	Secretariat	Quarterly
Prepare contracts for each grant committed within one month of Board approval.	Secretariat	Quarterly
Carry out Secretariat duties as required, including processing correspondence, preparing meeting notices, agendas and minutes.	Secretariat	Ongoing
Circulate approved minutes of Board meetings within one month of the meeting date	Secretariat	Quarterly
Develop Action Plan to address priorities identified by Annual Plan 2013 including deadlines for applications and meeting timetables	Project Officer	September 2012
Proactively seek submissions from potential proponents for priority programs	Project Officer	Ongoing
Identify new initiatives or grant programs relevant to the Trust objectives, which may be an additional source of financial or non-financial resources	Project Officer	Ongoing
Support and assess grant submissions and make recommendations to the Allocation and Investment Committee as per the Submission Review Process	Project Officer	Quarterly



**ENGAGEMENT**

Action	Who	Timing
Implement community communication plan, including a process to publicise approved projects, significant outcomes, and the Trust charter	Project Officer	Ongoing
Ongoing review Community Members list, update if required, and seek new Community Members if appropriate	Project Officer	Ongoing
Review Indigenous Members list, update if required, and seek new Indigenous Members if appropriate	Project Officer	Ongoing
Continuation of program of regular visits to the region for meetings with stakeholders	Project Officer	Ongoing
Formal consultation program supporting the development of the Annual Plan 2013	Project Officer	Mar-May 2013
Review and update list of new initiatives or grant programs relevant to the Trust purpose, and develop a process for leveraging relevant initiatives or grant programs to assist in the achievement of Trust objectives	NTG	Quarterly

**MONITORING AND PLANNING**

Action	Who	Timing
Liaise with all grant proponents to receive regular reports as required under the reporting schedule	Project Officer	As scheduled
Review of performance of 2012/2013 Annual Plan	MRM, NTG & Trustee	By 30 Sept. 2013
Annual Review of Trust's 2012/20113 activities	Trustee	By 30 Sept. 2013
Annual Review of MRM's 2012/2013 performance of obligations	MRM & NTG	By 30 Sept 2013
Trustee to report on Reviews	Trustee to MRM & NTG	By 31 Dec 2013
Prepare Annual Plan for 2013/2014	Project Officer	Q4
Trustee to submit Annual Plan for 2013/14 to MRM & NTG	Project Officer	Q4

## 10 Roles and Responsibilities

### Project Officer

Objectives of the Project Officer role:

- Identify, develop and manage regional development programs for the Gulf Region which support the achievement of the Trust's objectives and the community's long-term vision
- Ensure grant proponents receive the independent advice and support necessary to develop strong program plans which can be successfully and practically implemented
- Assist the Trustee in exercising its rights and obligations under the agreement and deed which governs the Trust
- Provide organisational and managerial support to the Trustee
- Form a communication link between the Trustee, Advisory Committees and the community.

In order to achieve the Trust's Priorities, this role will actively:

- Identify if any of the priority projects are already underway with the assistance of other funding bodies. If they are, the Project Officer will need to decide if the Trust can add value by providing additional funding, or if Trust resources will be better used by funding another priority project
- Identify linkages with other groups to ensure the outcomes of every project funded by the Trust benefit as many stakeholders as possible across the community.
- Scope the projects
- Consult with Commonwealth and Territory Governments and other key organisations to identify suitable partner organisations (where appropriate) and proponents
- Assist to facilitate funding applications
- Oversee and report of the progress of projects

### Secretariat

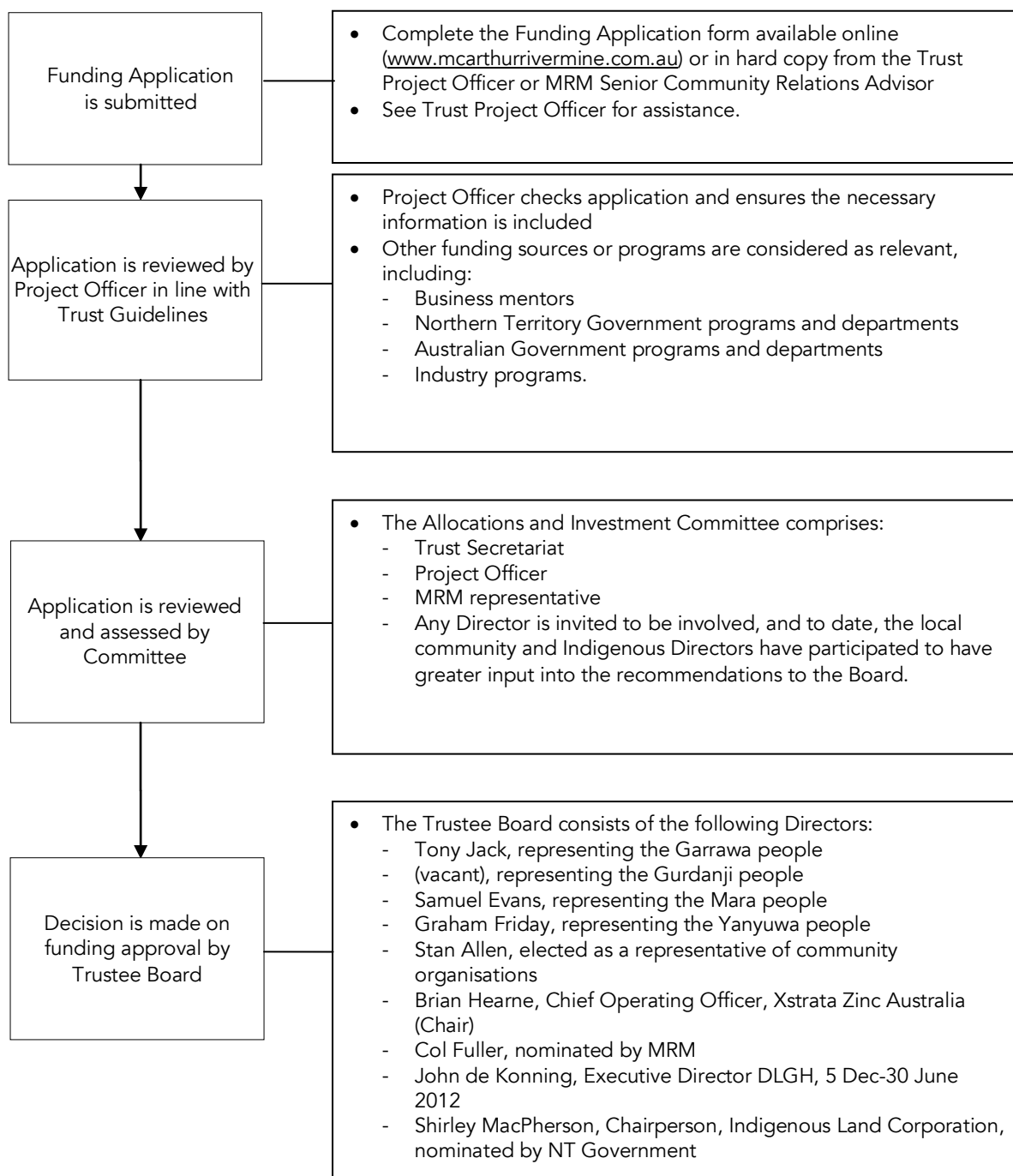
The Secretariat has the following duties:

- Preparing and serving notices, agenda and other informant which the Secretariat reasonably considers appropriate for meetings of the Trustee;
- Preparing and distributing minutes of Advisory Committee meetings if requested; and
- Such duties as the Trustee may determine from time to time.

## Funding Application Review Process

The process for reviewing all Funding Applications is depicted as follows.

### Review Process



## Appendix A: Summary of Community Development Planning 2012/2013

### ENTERPRISE DEVELOPMENT AND JOB CREATION

Target for 2027	What we have to do to achieve this	Identified Needs for 2012/2013	Context and constraints	2012/2013 Priority
Above national average employment levels	Support the diversification of the local economic base to build new business and employment opportunities	<ul style="list-style-type: none"> <li>• Support the development of new business concepts that will work towards the establishment of new local enterprises.</li> <li>• Work with Government departments to identify suitable avenues to support the development of business concepts.</li> <li>• Establish a mentoring program that can assist local business and new employees to gain and sustain employment locally.</li> <li>• Provide programs to support future industry/business opportunities.</li> </ul>	<p>Significant infrastructure investment in Borroloola providing immediate opportunities for new business or business expansion.</p> <p>Territory Growth Town planning underway.</p> <p>Availability of commercial and residential accommodation now identified.</p>	Establish a Business Incubator office through which economic support services and development programs are provided, particularly focused on establishing or developing local businesses to support the planned infrastructure development in the region.
Sustainable average of 20% Indigenous workforce participation at MRM	<p>Improve retention and development of Indigenous trainees</p> <p>Continue to take in 20 trainees per annum</p>	MRM Indigenous Employment and Training program		MRM Indigenous Employment and Training program
Increase local procurement	Increase local procurement by MRM	Identify procurement needs		Provide support for the business planning and establishment of a new business to be identified based on mine procurement needs.

## ENVIRONMENT

Target for 2027	What we have to do to achieve this	Identified Needs for 2012/2013	Context and constraints	2012/2013 Priority
Sustainable environment preserved and celebrated Environment	Support the health of the McArthur River and Gulf	<p>Support for the implementation of aspects of the Barni-Wardimantha Awara Report as a Caring for our Country initiative.</p> <p>Establish a working relationship with Territory Natural Resource Management to jointly look at opportunities for the region</p>	The il-Anthawirriyarra Sea Rangers/Mabunji have received \$192,500 over two years under the Federal Government's Indigenous Protected Areas program for the Barni-Wardimantha Awara project.	Support for the implementation of aspects of the Barni-Wardimantha Awara Report as a Caring for our Country initiative.



## EDUCATION

Target for 2027	What we have to do to achieve this	Identified Needs for 2012/2013	Context and constraints	2012/2013 priority
Ensure access for the region to a comprehensive education system including Primary, Secondary Adult and Tertiary education and training	Work with key stakeholders to ensure infrastructure and resources are available	<p>Re-engagement program to assist young people with understanding how to function within a learning environment eg Transition program for re-engaging with youth.</p> <p>Alternative education program to be piloted for up to 3 years.</p>	<p>Two grants approved by the Trust in 2010/2011 and getting underway in 2011/2012 will factor in these issues:</p> <ul style="list-style-type: none"> <li>- The partnership between the Department of Education and Training, Borroloola School and the Trust for the Bright Start, Strong Future program</li> <li>- Little River Youth Diversion Program.</li> </ul>	
Above national average literacy scores	Increased attendance and retention within education and training programs	<p>Lack of suitable accommodation to support young people currently in school to continue in education or for young people in the region to reside whilst attending education.</p> <p>Increased school attendance and retention within education and training programs by providing support to parents and students.</p> <p>Programs that support parents to ensure all school age children regularly attend school.</p> <p>Homework/After School Care program.</p>		Support the establishment of a Youth or Student Hostel for young people participating in education and training.

## SOCIAL AND COMMUNITY DEVELOPMENT

Target for 2027	What we have to do to achieve this	Identified Needs for 2012/2013	Context and constraints	2012/2013 priority
Safe community that offers a standard of living and lifestyle equivalent to recognised major regional centres.	<p>Support the implementation of the Alcohol Management Plan and associated services</p> <p>Support the establishment of new community facilities providing entertainment and healthy lifestyle options</p>	<p>Regional Community Development role/s for 1-3 years with specific focus identified through consultations.</p> <p>To get the Sports and Community Centre built where it is accessible to the community and to let the community know what is happening with it.</p>	<p>The provision of the Regional Community Development role is typically a responsibility of local government. A submission will be made to the Roper Gulf Shire Council consultation process on its strategic plan to propose the engagement of this officer.</p> <p>Alcohol Management Plan for Borroloola yet to be finalised and implemented.</p>	Establish necessary infrastructure or support services associated with the Alcohol Management Plan's implementation.

## HEALTH

Target for 2027	What we have to do to achieve this	Identified Needs for 2012/2013	Context and constraints	2012/2013 priority
Above national average key health indicators Health	<p>Have a clearer understanding of the health needs across the region</p> <p>Support the provision of specialist medical services to address high needs</p>	<p>Increased activity to reduce women's health issues.</p> <p>Improved access to dental services</p>		Identify and secure a service delivery organisation that can establish a Women's Health Program for the region.

## ART AND CULTURE

Target for 2027	What we have to do to achieve this	Identified Needs for 2012/2013	Context and constraints	2012/2013 priority
<p>Borroloola to be a centre for Indigenous arts and culture for the Roper Gulf region</p>	<p>Sustainable projects/programs that support the retention of Art and Culture across the region to the next generation</p> <p>Make cultural education an important part of welcome to the region</p>	<p>A cultural centre that can be used by the elderly and help educate other about culture and for tourist to visit.</p> <p>To support the sustainability of local celebratory events such as Boonu Boonu Festival and NAIDOC Celebrations.</p>	<p>The design of the multi-purpose community hub (that has already received in principle support from the Trust) could incorporate a meeting place that could be used for cultural education purposes.</p>	<p>Utilise existing or planned infrastructure to support the provision of cultural education facilities and art forms on a sustainable commercial basis. The aim is to help retain and respect the traditional Indigenous culture for the four language groups represented in the region. The particular focus is on educating youth, providing services to visitors and cross cultural training for new employees to the region.</p>