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# MCARTHUR RIVER MINE COMMUNITY BENEFIT TRUST REVIEW

A review of the value, effectiveness and efficiency of the McArthur River Mine Community Benefit Trust to the community including an assessment of the efficiency and effectiveness of the Trust's Board and governance structure since operations commenced in 2008



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# INTRODUCTION

This review delivers on the commitment of McArthur River Mining Pty Ltd (MRM), now a wholly owned subsidiary of Glencore, and the Northern Territory Government (NTG) to undertake a review of the McArthur River Mine Community Benefit Trust (the Trust) following eight years of Trust operation. The review commenced on 1 February 2015 and will be completed upon acceptance of this report. The Review Working Group (RWG) contracted KPMG to undertake an evaluation of community perceptions of the Trust. The KPMG research contributed to RWG findings with KPMG having undertaken extensive consultation with a broad range of stakeholders (including with the Board). This report outlines key findings and recommendations from this process.

Over the past eight years, the Trust has made grants with a total value exceeding \$10 million to 63 projects that have delivered a wide range of economic and social benefits to the Borroloola region. When established in 2007, the Trust was a unique initiative for the NT that was designed to deliver benefits to the nearby communities affected by the presence of the mine. Recognising the value of the Trust to the community, in 2011 the NT Government used it as guide in developing an amendment to the Northern Territory Mine Management Act. This change to the *Mine Management Act* now ensures community considerations are integral to each stage of mining operations in the NT, from design and construction through to operation and closure.

## BACKGROUND TO THE TRUST

On Friday 13 October 2006, the Northern Territory Minister for Mines and Energy approved MRM's application to convert their then underground mine to an open-cut operation. This date became the key reference date for the Trust. Following acceptance by the NTG of MRM's Open Cut Project proposal, the NT Government and MRM agreed to invest in the economic and social development of the Borroloola region<sup>1</sup>. In their initial Heads of Agreement (HoA), MRM and NTG settled on a range of social and economic commitments to be delivered in the region. The mechanism for how the agreed commitments were to be delivered was detailed in a separate agreement (the Agreement) signed on 4 July 2007. The Agreement foreshadowed the establishment of a trust to perform activities that facilitated the advancement of the commitments made in the HoA.

In order to give the Agreement legal effect, MRM and NTG established McArthur River Mine Community Benefits Limited on 20 August 2007 to act as the Trustee of the Trust which was established on 24 August 2007. As sole signatories to the Agreement, MRM and NTG jointly acted as settlor for the Trust and are subsequently referred to as the foundation members of the Trust. The Agreement also stipulates the level of contribution by the Foundation members, including the annual financial contribution by MRM of \$1,250,000 (including GST)<sup>2</sup>.

The purposes of the Trust are achieved through the activities of the Trustee. The Trustee operates by implementing decisions of the company's Board (the Board). Board decisions focus on approving (or otherwise) applications for financial support in the form of grants from the Trust. The Board is supported in this task by a Board sub-committee known as the Allocations and Investment Committee (AIC), by Project Officers who work as sub-contractors to MRM, by NTG staff performing the Secretariat role for the Trust and by an accountancy firm responsible for administering the Trust's accounts. A further committee, representative of the Mawurli and Wirriwangkuma Aboriginal Corporation (MAWA) was assigned the advisory role in furthering the initiatives and projects for the community<sup>3</sup>.

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<sup>1</sup> Heads of Agreement between MRM and NTG, 31 October 2006, page 3

<sup>2</sup> Agreement Between MRM and NTG, 4 July 2007, page 3

<sup>3</sup> Ibid, Page 9

## RECOMMENDATIONS

**Recommendation 1:** The Board develop and implement a communications strategy in order to better communicate Trust objectives, funding decisions and progress of successful grants to the community.

**Recommendation 2:** As part of the development of a communications plan the Board consider increased use of the current Trust webpage, community meetings and newsletters as strategies for improving community understanding of the Trust.

**Recommendation 3:** All final Board documentation, including annual reports and strategic plans, be made available on the Trust website and shared with the community to ensure transparency and information flows.

**Recommendation 4:** The Board host community consultation meetings at least twice a year regarding Trust activities, priorities and progress.

**Recommendation 5:** The Board ensure annual reporting requirements are completed and to a satisfactory standard.

**Recommendation 6:** The Board require a 'project progress report' be circulated prior to each Board meeting. This report is to include as a minimum an assessment of project progress and flag any issues in project delivery.

**Recommendation 7:** The Board develop a methodology for measuring project effectiveness based on the objectives of the Trust and its strategic priorities.

**Recommendation 8:** The Board ensures reporting of project effectiveness is included in annual reporting as set out in the documentation underpinning the Trust (inclusive of the function of the AIC).

**Recommendation 9:** The Board develop a clear position description for the Board Directors' role to ensure clarity regarding roles and responsibilities.

**Recommendation 10:** The Board review remuneration arrangements for Board and AIC participants (not otherwise remunerated) for their participation in Trust meetings.

**Recommendation 11:** The Board develop a clear position description for the Secretariat function to ensure clarity regarding roles and responsibilities.

**Recommendation 12:** The Board agree a set of working protocols to improve the efficiency of the supporting roles assisting the Trust, including timeframes by which meeting documentation needs to be circulated prior to meeting of committee/s or the Board.

**Recommendation 13:** The Board develop a clear position description for the Project Officer function to ensure clarity regarding roles and responsibilities.

**Recommendation 14:** The Board require the reporting of all grant enquiries and applications.

**Recommendation 15:** The Board review the grant application process with the aim of reducing the administrative burden whilst ensuring an appropriate level of information being provided to inform decision making.

**Recommendation 16:** The Board update and simplify applications forms for grants, including ensuring criteria regarding Trust priorities and objectives are clearly addressed.

**Recommendation 17:** The Board adopt a standard project evaluation process to guide discussions at Board and AIC meetings.

**Recommendation 18:** The Board adopt a policy supportive of grant applications leveraging Trust funding to qualify for support from other sources.

**Recommendation 19:** The Board consider implementing bi-annual or quarterly funding rounds, and build community engagement and capacity building activities around this process.

**Recommendation 20:** The Board agree that MRM and NTG access to Trust funding is by exception, with this convention included as a consideration in the assessment and prioritisation of funding applications.

**Recommendation 21:** The Board clarify its legal obligations in relation to GST and its charitable status.

**Recommendation 22:** NTG and MRM commit to expeditiously filling all ongoing foundation member Board vacancies with appropriately qualified appointees.

**Recommendation 23:** The Board commit to progressively renewing its membership by requesting clans and the community nominate appointees on the basis of the changes recommended by this review.

**Recommendation 24:** MRM and NTG agree to the amendment of Trust documentation to change voting arrangements so that the approval of decisions at meetings of Directors requires both a majority of votes cast including at least one vote in favour by a director appointed by virtue of their Indigenous membership (variation required to clause 18.11(b) of the constitution).

**Recommendation 25:** The Board conduct a skills audit of the Board to determine training requirements.

**Recommendation 26:** The Board facilitate access to appropriate training for all Board members to ensure roles and responsibilities are understood and Board members are fully equipped to execute their role.

**Recommendation 27:** The Board consider implementing a policy of jointly chaired meetings, whereby MRM and NTG rotate one joint chair matched with an Indigenous or community member acting as co-Chair.

**Recommendation 28:** The Board develop 'working protocols' for Board meetings to ensure they are efficient focused and fair.

**Recommendation 29:** The Board request MRM and NTG agree to the amendment of the Trust Deed to enable the implementation of a single advisory committee arrangement, with voting members limited to the four Indigenous Trust members and the community Trust member.

**Recommendation 30:** In the event Recommendation 19 is accepted, the Board implement biannual meetings in May and November of what is currently the AIC, timed to occur two weeks after the close of each funding round (possibly 30 April and 31 October).

**Recommendation 31:** Advisory Committee/AIC meetings to be chaired by an independent individual with no voting rights.

**Recommendation 32:** The Board replace annual plans with three year strategic plans, which prioritise Trust objectives for that period.

# 1. OVERVIEW

## 1.1 REVIEW PROCESS

This section outlines the key information regarding the review process and how the review was undertaken.

### 1.1.1 REVIEW BACKGROUND

The Agreement requires parties to the Agreement (MRM and NTG) to undertake a review of the Agreement after an initial period of eight years commencing on 13 October 2006<sup>4</sup>. On 1 February 2015 the parties to the Agreement established the McArthur River Mine Community Benefit Trust Review Working Group (RWG) to deliver on this requirement. The RWG agreed Terms of Reference (Appendix A) delineating their role in evaluating the Trust across two broad areas, namely:

- the value, effectiveness and efficiency of the Trust to the community it was established to provide for; and
- the efficiency and effectiveness of the Trust's Board and its governance structure.

The RWG commissioned KPMG to research community and stakeholder perceptions of the Trust's achievements and governance arrangements. The KPMG report (Appendix B) details the outcome of a series of face to face discussions with more than 50 community members including most Indigenous and community Board members (including proxies). KPMG also interviewed a wide range of stakeholders including current Project Officers, NT Government Board members and support staff, MRM Board members and support staff and representatives from a number of key regional community organisations.

The RWG held five meetings and worked out of session to progress the Review. Representatives of the RWG also met with a number of stakeholders and attended MAWA meetings as part of the community consultations. The full list of stakeholders consulted throughout the course of this review (by both KPMG and the RWG) is attached (Appendix C).

Strong consultation and communication with the Board was considered important to the RWG. The RWG sought to ensure the Board was kept apprised of progress through a short progress report provided to the Board after each RWG.

The RWG's findings and recommendations will be referred to the Board for their consideration and implementation. The RWG did not undertake a financial audit or address any aspect of the Trust's regulatory accountabilities. These are the responsibility of the Trust's Board and considered outside the scope of this review.

## 1.2 TRUST MECHANICS – OPERATIONS, OBJECTIVES AND PRIORITIES

This section details the key documents which underpin the Trust and its objectives. This section also describes the key purpose and parts of these documents.

### 1.2.1 SOURCE DOCUMENTATION

As outlined in the Introduction, the Trust was established in accordance with the terms and conditions recorded in a suite of interrelated documents. The documents defining how the Trust operates include:

- Heads of Agreement (HoA) dated 31 October 2006 (Appendix D);
- Agreement dated 4 July 2007 (Appendix E);
- Constitution of McArthur River Mine Community Benefits Limited (the Trustee) (Appendix F); and

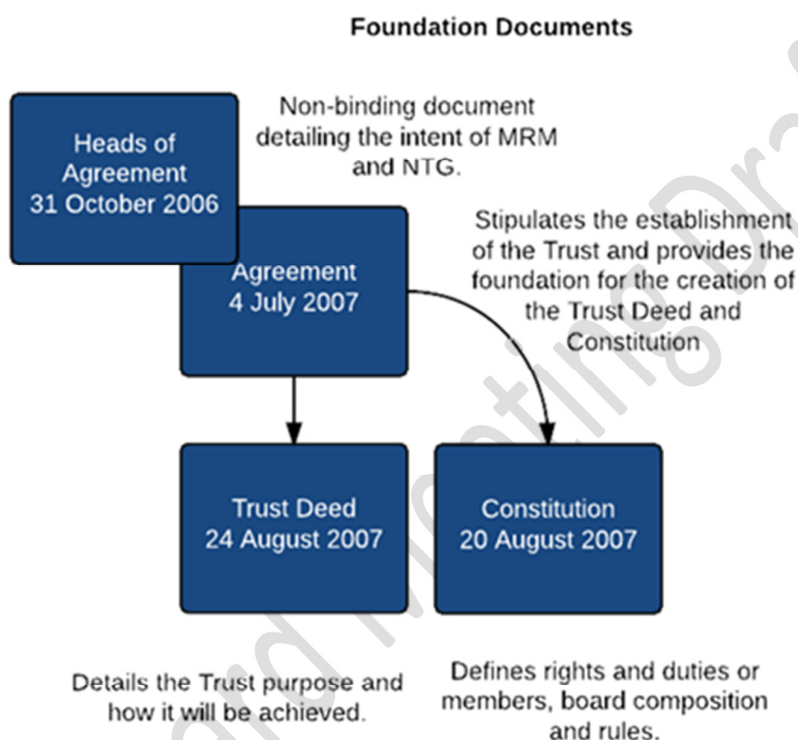
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<sup>4</sup>Agreement between MRM and NTG, 4 July 2007, Page 11

- Trust Deed dated 24 August 2007 (Appendix G)

The Trustee, McArthur River Mine Community Benefits Limited was set up as a company limited by guarantee by the foundation partners to act as the trustee responsible for undertaking Trust activities including payment of grants.

A full understanding of the Trust's purpose and mode of operation requires the reading of the complete suite of the source documents.



### 1.2.2 HEADS OF AGREEMENT

In 2006, MRM submitted an Environmental Impact Statement which included a commitment to invest in the economic and social development of the Borroloola region if their proposal to convert their mining operation to open cut was approved by the NTG. In the lead up to the proposal's approval by the then Minister for Mines, the Minister for the then Department of Business and Economic Development and MRM signed the HoA outlining their desire to have the Borroloola community and region directly receive the social and economic benefits expected to flow from the operation of the mine.

At the time the NTG's stated objective for involvement was to facilitate the sustainable development of the community and region. MRM's commitment arose from their desire to gain approval to implement their mining proposal. When approval was given, it was subject to the company committing to building infrastructure which facilitated the creation of local jobs and new business enterprises and would lead to beneficial social activity and improvements to health outcomes.

The HoA proclaimed an intention to create a legal relationship between MRM and NTG that reflected the approval of MRM's mining proposal. The HoA was subject to, and conditional upon, the execution of a Deed of Variation of MRM's existing MAWA Agreement.



The commitments described in the HoA remain active as key reference points for setting the Trust's direction and priorities.

### 1.2.3 AGREEMENT

MRM and NTG expanded on their HoA by signing an Agreement (the Agreement) that more fully described the nature of their mutual obligation to deliver benefits to the Borroloola region. The Agreement prescribed the manner in which the parties were to deliver these social and economic benefits to the community.

The Agreement sets the overarching framework for a community benefits package by stipulating the establishment of the Trust and specifying the Trust's objectives. The Agreement specifies that the objectives are delivered through the establishment and implementation of approved projects that further the commitments<sup>5</sup>.

The objectives of the Trust, as set out in clause 4.2 of the Agreement, are to:

- (a) facilitate ongoing sustainable development of the community and the region including community capacity building and local enterprise development;
- (b) 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;
- (c) enhance the positive social and economic impact of MRM's mining operations in the community and the region as far as is reasonably practical; and
- (d) create jobs and training opportunities.

Clause 3.2 of the Agreement references the commitments outlined in the HoA as well as the related Community Benefits Package to link the delivery of social and economic benefits by the Trust to six categories summarised as:

- (a) enterprise and job creation;
- (b) environment;
- (c) education;
- (d) social and community development;
- (e) health; and
- (f) culture and art.

Taken together, the HoA and the Agreement embody the intent of the foundation partners. Although they form a coherent framework for guiding the Trust, the language used across the documents is occasionally inconsistent. This combined with the multiplicity of purpose statements, commitment statements and schedules, along with comprehensive specifications for sub-committees, project officers and secretariat activity all contribute complexity to the administration of the Trust.

### 1.2.4 TRUST DEED

The Trust Deed is the formal agreement between MRM and NTG that establishes the charitable trust fund and records their mutual obligations as joint settlors of the Trust.

The purpose of the Trust as stated in the Trust Deed clause 4.4 is to apply Trust funds exclusively for:

- (a) charitable purposes;
- (b) eligible projects; and
- (c) the advancement of the commitments.

These purposes are more fully described in the Schedule 1 clause 1 to the Trust Deed and include:

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<sup>5</sup> Ibid, page 7

- (a) grants, scholarships, bursaries and other assistance for education, vocational training and enterprise development; and
- (b) 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.

#### 1.2.5 CONSTITUTION

The constitution of the Trust company defines the rights and duties of Trust members as well as specifying the Board's composition and the rules by which it operates.

### 1.3 TRUST GOVERNANCE

This section outlines the governance arrangements of the Trust as specified in the source documentation.

#### 1.3.1 GOVERNANCE OVERVIEW

There are a number of committees and supporting functions which oversee and support the operation of the Trust and form its governance structure. These include:

- (a) a board of directors;
- (b) two advisory committees;
  - o Allocations and Investment committee (AIC); and
  - o MAWA committee;
- (c) project officers;
- (d) secretariat support; and
- (e) contracted Trust accountants.

#### 1.3.2 BOARD OF DIRECTORS

Governing authority for the Trust is vested in the Trustee (Trust Deed Section 6). The form and function of the Trustee is outlined by the company's Constitution (Sections 12, 13 and 18). These arrangements result in the Board of the trustee company controlling the Trust.

The Constitution stipulates three classes of Trust membership:

- foundation;
- community; and
- Indigenous.

Foundation members (MRM and NTG) are entitled to appoint two directors each to the Trustee's Board and all expenditure decisions require a vote in favour by at least one of these four directors.

Community membership of the Trust is a category open to all residents of the region, but with authority limited to nominating a single director to the Board. According to the Definitions and Interpretation section of the Constitution<sup>6</sup>, a 'community member' maybe an organisation or group that has an association with the Community (other than an Indigenous member) and is accepted as a Member of the Company under rule 12(f).

Indigenous member means persons belonging to one of the four major Indigenous language groups (Gurdanji, Mara, Garawa and Yanyuwa). The Indigenous membership rule entitles each language group to appoint a director to the Board.

The Board through the AIC is responsible for identifying projects suitable for support by the Trust and for approving allocation of Trust funds to appropriate projects. The Board is also responsible for ensuring the

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<sup>6</sup> Constitution of McArthur River Mine Community Benefits Limited, 20 August 2007, Page 1

Trust operates in accordance with the terms and conditions of the Agreement and the Trust Deed and that the Trust meets its legal obligations under Northern Territory and Australian law.

### 1.3.3 ADVISORY COMMITTEES

The Trust Deed requires the Trustee to establish and maintain two advisory committees:

#### (a) ALLOCATIONS AND INVESTMENT COMMITTEE

Clause 9.1 (a) of the Trust Deed states the AIC should invite, accept and assess applications for distributions from the Trust Fund (i.e. grants). The purpose of the AIC is further expanded in Schedule 2 of the Trust Deed. The AIC currently operates by providing advice on grants applications but is not regularly involved in decisions concerning the investment of Trust funds. In addition to the NTG's Secretariat staff and the MRM contracted supporting project officers, Indigenous and community Board members are the principle participants of AIC meetings.

#### (b) MAWURLI AND WIRRIWANGKUMA ABORIGINAL CORPORATION

The Trust Deed nominates the Mawurli and Wirriwangkuma Aboriginal Corporation (MAWA) as an advisory committee with the responsibility to further its own initiatives and projects.

MAWA is a representative organisation for the four main language groups in the region, namely the Yanyuwa, Mara, Gurdanji and the Garawa clans. According to Section 9.1(b) of the Trust Deed, the MAWA Committee operates to further the initiatives and projects of the community as suggested and developed by MAWA.

Partly as result of the support provided by the Trust, MAWA or its associated commercial arm now own and operate a number of local business enterprises and investments including a 31 per cent share of the barge service used to transfer MRM's mineral concentrate to ships anchored offshore from Bing Bong. MAWA ensures that each clan selects a representative to fill one of the four Indigenous director positions on the Board.

The Trust Deed allows the formation of additional committees if and when required. A KPMG report recommendation for the creation of Youth Advisory Committee was not supported by the RWG.

### 1.3.4 PROJECT OFFICER

The Project Officer role is specified by the Trust Deed in section 8. Although MRM have accepted sole responsibility for delivering this requirement on behalf of the Trust there is no formal obligation on them to do so.

MRM have contracted a Darwin based consulting firm, *ie project* to perform the Project Officer role. *ie project's* formal responsibilities include day to day management of the grant application process and production of the annual plans and review reports as required by the Trust Deed.

### 1.3.5 SECRETARIAT SUPPORT

Section 7 of the Trust Deed requires the appointment of a Secretariat responsible for the serving of notices, preparation of agendas and minutes of meetings of the Trustee. With the exception of the first year, this role has been undertaken by NTG staff since the commencement of the Agreement.

### 1.3.6 OUTSOURCED TRUST ACCOUNTANTS

The Trust Deed details extensive requirements in relation to Board and advisory committee financial decision making including requiring the Trust to prepare its financial records in accordance with Australian Accounting Standards. The foundational documents do not allocate specific responsibility for the day to day management of the books of account.

Following a decision of the Board in mid-2015 responsibility for administering the Trust's accounts has been transferred from the NTG to a Darwin based consultancy firm (Lowrys Accountants). The Trust bears the cost of this arrangement.

## 1.4 TRUST OPERATIONS

This section outlines the key operational requirements of the Trust included in the foundational documents.

### 1.4.1 KEY OPERATIONAL REQUIREMENTS

The Board as the Trustee (the limited by the Guarantee Company established specifically for this purpose) is required by the Trust Deed to apply Trust funds solely towards promotion of the Trust's purpose in accordance with an annual plan (clause 10.2). The Trust Deed further requires the Trust review its activities annually (clause 11.1) and provide:

- a summary of the Trust's activities for the previous financial year;
- the financial position of the Trust fund;
- details of grants made in the previous financial year; and
- a report on the Trust's impact on regional development, new jobs and community infrastructure.

The Trust Deed (clause 5.2) requires the Trustee to formulate policies to govern the investment, payment, application or accumulation of income or capital. At a minimum, there is requirement to formulate an:

- (a) investment policy; and
- (b) a distribution policy.

The Trust Deed also sets out the governance and operating framework for Trust operations including the following roles:

- (a) secretariat;
- (b) project officer;
- (c) advisory committees;
  - AIC;
  - MAWA Committee;
- (d) annual plan;
- (e) annual review; and
- (f) community engagement

### 1.4.2 PROVISION OF GRANTS

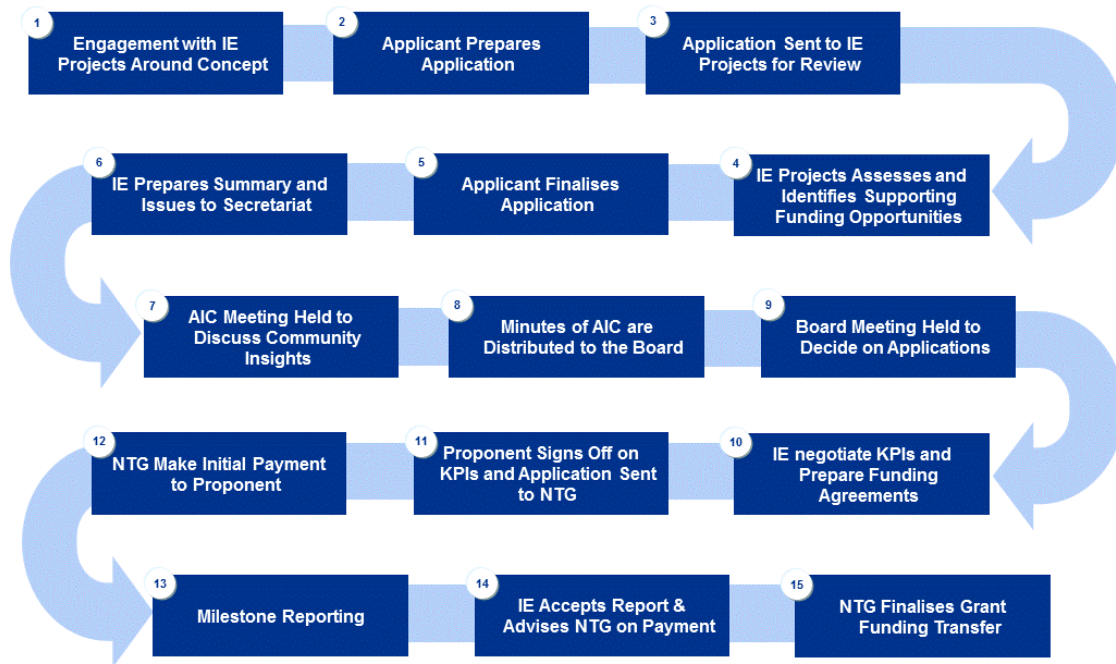
The Trust Agreement (clause 4.2) commits the parties to the Trust to:

- (a) provide various kinds of support to; and
- (b) engage the community in the process of,

the establishment and implementation of Approved Projects that will further the Commitments (which are defined in the HoA).

The Trust delivers on this by making grants to projects approved by the Board. Applications for grants are made through an application process managed by the Project Officers. The current application process is described in the graphic on the following page.

## Grant Application and Approval Process



From commencement of Trust operations until the commencement of the review process, the Trust has expended \$10,037,815 on 63 grants for amounts ranging from \$5,500 to \$1,012,000. The table below summarises the allocation of grant money against each of the HoA's commitment categories. Appendix H provides the full list of the projects supported including the value of each grant and organisations that received the grant.

Commitment Category	Number of Grants	Total Value of Grants
Enterprise and job creation	25	\$5,129,090
Environment	5	\$795,914
Education	7	\$1,869,517
Social and community development	8	\$1,498,746
Health	4	\$131,458
Culture and art	14	\$951,544

## 2. REVIEW FINDINGS – TRUST OPERATIONS

This section addresses the value, effectiveness and efficiency of the Trust and the projects it supports, with the main findings of the review drawn from KPMG and other sources and the RWG's recommendations for consideration by the Board.

### 2.1 VALUE OF THE TRUST - COMMUNITY AWARENESS AND ENGAGEMENT

KPMG reported that general awareness of the Trust within the community was good. Community members shared the view that the Trust and its purpose were valuable and important to the community.

However, when KPMG drilled down into awareness of what the Trust had funded (on a project by project basis) or how the application process for Trust monies worked, there was much more limited understanding within the broader community. KPMG reported a number of community members were unaware of how to apply to the Trust, or believed the application process was too difficult. KPMG also found community members were unaware of the Trust's objectives and lacked an appreciation of the scale of support provided to the community by Trust projects. The report highlighted a widespread desire on the part of community members for greater consultation and involvement in decision making.

Overall the community agreed on the importance and value of the Trust but expressed a desire for greater engagement and more communication on Trust activities.

#### 2.1.1 TRANSPARENCY

KPMG's community consultations highlighted significant deficiencies in the dissemination of information relating to Trust decisions. Outside of those directly benefiting from a Trust grant, few community members were aware of the extent of the Trust's activities and only a select few believe they could gain access to Trust funds for a worthwhile project. Furthermore, community members lacked awareness on how to apply for Trust funding and were ill-informed about the objectives of the Trust.

The RWG accepted KPMG's recommendation that a comprehensive communication strategy is required to address these issues.

**Recommendation 1: The Board develop and implement a communications strategy in order to better communicate Trust objectives, funding decisions and progress of successful grants to the community.**

**Recommendation 2: As part of the development of a communications plan the Board consider increased use of the current Trust webpage, community meetings and newsletters as strategies for improving community understanding of the Trust.**

#### 2.1.2 WEBSITE

Whilst the RWG recognises that the internet may not be the most popular medium for members of the Borroloola and Robinson River communities, updating the Trust webpage with Board decisions on successful grants ensures that this information is available and accessible to the widest possible audience. The RWG agreed the website needs to include application forms, annual reports, Trust planning information, Trust objectives and information on successful grants.

The RWG recognises that maintaining its web presence is time consuming, but in the event the Board adopts recommendation 19 to implement bi-annual funding rounds, updating the website will likely be required only a few times each year.

**Recommendation 3: All final Board documentation, including annual reports and strategic plans, be made available on the Trust website and shared with the community to ensure transparency and information flows.**

### 2.1.3 COMMUNITY MEETINGS

KPMG's consultations identified that community members desired greater consultation and involvement in decision making. Furthermore, community members expressed a preference for community engagement through large community meetings held once or twice a year. Community meetings, led by community and Indigenous Board members (possibly timed ahead of potential funding round deadlines), will raise awareness of Trust operations and provide opportunities for the local community to engage directly with Board members to discuss potential projects.

Community meetings will also provide an opportunity to update the community on progress of existing funding projects, to raise awareness of Trust activities and the types of projects the Trust is looking to fund based on its current strategic plan (and Trust objectives).

**Recommendation 4: The Board host community consultation meetings at least twice a year regarding Trust activities, priorities and progress.**

## 2.2 IMPROVING GRANT EFFECTIVENESS AND EFFICIENCY

According to KPMG's analysis, the majority of Trust grants have gone to a small number of not-for-profit entities.

Overall, the grants made over the past eight years of Trust operations align with the broad intent of the Trust's stated priorities and commitments as stipulated across the foundational documents. The KPMG report highlights that inconsistency within these documents complicates how individual grants are evaluated against the Trust's objectives. KPMG did find that over time, grants appear to have drifted away from supporting enterprise creation (which is a commitment of the HoA, an objective listed in clauses 4.1 and 6.1 of the Agreement and Schedule 1 of the Trust Deed).

The RWG experienced difficulty sourcing the full set of annual reports. Those annual reports which were obtained provided limited information regarding the effectiveness of projects in delivering on the objectives and priorities of the Trust (as set out in annual plans of the Trust). Although RWG consultation with *ie projects* delivered some information regarding the type of projects funded it was concluded that the annual review process can add more value if it includes a standardised assessment report on the effectiveness of projects provided with grant funding.

In the absence of documentation regarding project progress, completion or details on project outputs and outcomes, the RWG was reluctant to draw conclusions regarding the effectiveness of individual projects. Consequently, the RWG was unable to draw clear conclusions regarding the effectiveness and efficiency of the Trust in meeting its overall objectives.

**Recommendation 5: The Board ensure annual reporting requirements are completed and to a satisfactory standard.**

### 2.2.1 IMPROVED REPORTING ON GRANT PERFORMANCE

Previous evaluation of Trust outcomes has been limited to brief outlines of the supported projects in each annual plan and subsequent review. Annual reviews use an 'action against community priorities' section to link projects undertaken in the past twelve months with the areas of focus identified as commitments in the Trust Deed only. The RWG did not find evidence of the Board receiving reports on project progress or effectiveness using measures linked to the objectives listed at Section 4.1 of the Agreement or the Schedules of the HoA.

KPMG identified the Board's need for increased reporting on the performance of previously awarded grants. Additionally, KPMG noted the need for the Board to be briefed and act on advice in the event supported

projects experience unexpected issues. The RWG agrees with KPMG's recommendation that improved reporting on grant performance be facilitated through the ongoing oversight of the Project Officer contract by MRM. The RWG also considers improved reporting processes need to be implemented under the direction of the Board.

**Recommendation 6:** The Board require a 'project progress report' be circulated prior to each Board meeting. This report is to include as a minimum an assessment of project progress and flag any issues in project delivery.

**Recommendation 7:** The Board develop a methodology for measuring project effectiveness based on the objectives of the Trust and its strategic priorities.

**Recommendation 8:** The Board ensures reporting of project effectiveness is included in annual reporting as set out in the documentation underpinning the Trust (inclusive of the function of the AIC).



### 3. REVIEW FINDINGS – BOARD OPERATIONS

This section addresses the efficiency and effectiveness of the Board and the Trust's governance structure.

#### 3.1 CLARIFYING EXISTING ROLES AND RESPONSIBILITIES

Throughout the review process there were numerous occasions where community perceptions of Board operations demonstrated a limited awareness that the Trust is underpinned by a suite of foundational documents which provides the Board with direction on the allocation of roles and responsibilities.

##### 3.1.1 BOARD ROLES AND RESPONSIBILITIES

KPMG found limited community awareness of the Trust's Board and role of Board members, including amongst the community and Indigenous members of the Board. KPMG reported community support for turnover amongst Board members representing their community interest. The lack of gender diversity and input from the youth of the community were also matters of concern. KPMG found community expectations that Board members were to consult with their community of interest before and after Board meetings have largely gone unmet.

Selection of Board members requires consideration be given to the capacity of nominated individuals to participate in Board activities. The RWG concluded Board effectiveness is linked to the level of understanding held by Board members about the role of the board and their individual responsibilities as Board members. Dynamic participation in Board related activities in this context is recognised to be dependent on appropriate levels of support being made available.

Of particular note were perceptions of Indigenous and community Board members that their role was materially hampered by concerns about the payment of sitting fees. However, this contrasts with advice received from the Secretariat concerning payments to community and Indigenous Board members.

**Recommendation 9: The Board develop a clear position description for the Board Directors' role to ensure clarity regarding roles and responsibilities.**

**Recommendation 10: The Board review remuneration arrangements for Board and AIC participants (not otherwise remunerated) for their participation in Trust meetings.**

##### 3.1.2 SECRETARIAT ROLES AND RESPONSIBILITIES

The Secretariat role is outlined in clause 7 of the Trust Deed. The Trust Deed stipulates the Secretariat provide a key supporting function to the Board, primarily in the dissemination of relevant meeting papers for Board meetings as well as developing and circulating minutes from advisory committee meetings. The Trust Deed provides flexibility for the Secretariat to perform additional functions as required by the Board.

The NTG reported the Secretariat role involved a diverse range of activities including:

- scheduling of Board and AIC meetings;
- preparing agendas and minuting of all meetings;
- tracking Board activities and clarifying issues on request;
- coordination of stakeholders (e.g. board members Project Officers, accountants and the auditor);
- coordination and verification of all payments;
- coordination of *out of session* resolutions;
- manage Trust adherence to regulatory obligations (e.g. ASIC, ACNC) including provision of reports;
- data management; and
- maintaining contact details.

KPMG's research indicates the Secretariat has in fact performed additional functions in order to fill skill and capacity gaps. This has led to situations whereby Secretariat has played an active role in Board and AIC meetings. The RWG identified that there has been overlap with the Project Officers in activities undertaken by the Secretariat. The RWG determined that this situation requires clarification.

KPMG identified that Board members required more time to familiarise themselves with Board papers citing the duplication in the Board paper circulation roles between the Project Officer and Secretariat as a significant issue. This duplication of effort was reported to result in delays and last minute preparation and distribution of Board papers.

The RWG agrees with KPMG's recommendation that Board papers be circulated at least one week prior to Board meetings. In addition to clarifying the role and responsibilities of the Secretariat and others such as the Project Officers, it is likely strict adherence to protocol will assist the Trust and Board to operate more efficiently and effectively. Being clear that the Secretariat is responsible for the collation and circulation of all Board papers prior to each meeting will ensure Project Officers and others better appreciate the need to provide their meeting papers to the Secretariat well ahead of scheduled meetings.

**Recommendation 11: The Board develop a clear position description for the Secretariat function to ensure clarity regarding roles and responsibilities.**

**Recommendation 12: The Board agree a set of working protocols to improve the efficiency of the supporting roles assisting the Trust, including timeframes by which meeting documentation needs to be circulated prior to meeting of committee/s or the Board.**

### 3.1.3 PROJECT OFFICER

The Project Officer role has monitoring and reporting responsibilities regarding the progress of existing projects including providing updates and reports to the committees and Board to inform their decision making.

The RWG identified this role as critical to the vetting and development of applications, raising awareness in the community and delivering capacity building to the community to support the application process. How Project Officers execute their responsibilities strongly impacts on the effectiveness and efficiency of the Trust. Consequently, it is essential this role is both effectively delivered and subject to meaningful oversight by the Board.

The RWG established that Board consideration of grant applications has been led by Project Officers who actively participate in Board discussions. Whilst Project Officers have a legitimate role in ensuring applications are developed to a level sufficient for consideration by the AIC and then the Board, the RWG concluded the role in assessing applications needs to be consistent with the support function specified in the Trust Deed.

The RWG found Project Officer activity (as outlined in clause 8 of the Trust Deed) has evolved to the point that the current occupants, *ie project* staff operate as the administrators of the grant application process. As a consequence, the RWG identified that *ie project* staff are in a position to exercise considerable influence on the Trust's grant program.

Similar to the lack of clarity around the role and responsibilities of the Secretariat, the Project Officer role has expanded to fill skill and capacity gaps associated with the Trust's operations. Whilst adaptability and flexibility of individual Project Officers are important factors in facilitating Trust processes, KPMG's findings highlighted concerns by some stakeholders about the potential for responsibilities to be taken on that are not provided for in the foundational documents and have the potential to create conflicts of interest issues.

The RWG concluded the Project Officer role requires clearly defined responsibilities for the collection, processing and presentation of all applications to the committees charged with reviewing and prioritising

projects prior to their consideration by the Board. In order to maintain community support for the Trust, Project Officer activities need to demonstrate even handedness, transparency and be consistent with defined criteria.

**Recommendation 13: The Board develop a clear position description for the Project Officer function to ensure clarity regarding roles and responsibilities.**

**Recommendation 14: The Board require the reporting of all grant enquiries and applications.**

### 3.2 SIMPLIFYING THE GRANT APPLICATION PROCESS

KPMG identified 16 process steps in the grant application process before a payment is released to successful applicants. The RWG concluded that in addition to this complexity, the process is at risk from possible conflicts of interest, is insufficiently transparent and does not fully deliver the outcomes desired by the community, MRM or NTG. Section 4.2 suggests possible improvements which could be made to this process for consideration of the Board.

#### 3.2.1 IMPROVED APPLICATIONS AND IMPROVED ASSESSMENT CRITERIA

The source documentation (HoA, Agreement and Trust Deed) provide the framework for determining the suitability of projects for funding. Although these documents set out criteria for support in a complex matrix of purpose statements and schedules, the existing eligibility criteria for grants has allowed grants to be made for a very broad range of purposes and recipients.

KPMG reported community feedback that applying for Trust funds was too hard and that community members needed help with structuring an application. The RWG and KPMG also identified gaps in the process in relation to applicants demonstrating an evidence base for their projects and their efforts to support their projects through other funding sources. KPMG also found a number of projects funded by the Trust were not fully supported by the community. Projects of concern were characterised as being operated by organisations that failed to establish broad community understanding and support for their project. Comments made to KPMG suggested one project supported by the Trust duplicated the work of another community based agency and the separate project undermined important messaging targeted at the youth of the community.

Although community support is not an explicit criterion in the grant assessment process, the RWG considered this matter to be a relevant matter for Board consideration. In this light, KPMG reported that grant criteria could be improved by:

- using the annual planning process to nominate focus areas for Trust support
- requiring applicants to combine support from the Trust with funding from other sources
- focusing more attention on the claims made by applicants about how the community will benefit from the grant
- a requirement for applicants to supply a detailed budget

Although the RWG recognised the difficulty inherent in evaluating a diverse range of applications against the aforementioned matrix of eligibility criteria, the RWG concluded adoption of standardised evaluation documentation cross-referenced to the source documents will ensure Board decision making is cognisant of the Trust's objectives.

**Recommendation 15: The Board review the grant application process with the aim of reducing the administrative burden whilst ensuring an appropriate level of information being provided to inform decision making.**

**Recommendation 16: The Board update and simplify applications forms for grants, including ensuring criteria regarding Trust priorities and objectives are clearly addressed.**

**Recommendation 17: The Board adopt a standard project evaluation process to guide discussions at Board and AIC meetings.**

**Recommendation 18: The Board adopt a policy supportive of grant applications leveraging Trust funding to qualify for support from other sources.**

### 3.2.2 FUNDING ROUNDS

Although the Trust's Board and the AIC meet on a quarterly basis, the Trust processes grant applications on an ad-hoc basis with Trust documentation not specifying or imposing timeframes for submitting grant applications or stipulating timeframes for determining outcomes. This approach makes it difficult for the Board to make comparisons between the projects recommended for funding.

The RWG came to the view that funding rounds offer the Trust the opportunity to simplify operations and to establish meaningful timeframes for assessing applications. Implementation of a funding round approach will enable the Trust to timetable activities well in advance. Bi-annual or quarterly funding rounds can be translated into a regular schedule of biannual or quarterly meetings for both the Board and the advisory committees. In the event a biannual funding round strategy is adopted the reduction in the number meetings may facilitate improved meeting attendance, thereby addressing previous difficulties with achieving quorums for meetings. The RWG identified opportunities to build community engagement and capacity building activities into the funding round processes. The RWG concluded biannual funding rounds were likely to deliver the best value to the Trust.

**Recommendation 19: The Board consider implementing bi-annual or quarterly funding rounds, and build community engagement and capacity building activities around this process.**

## 3.3 GRANT TARGETING

### 3.3.1 NTG AND MRM APPLICATIONS

MRM and the NTG's Department of Education and Children's Services have on four occasions accessed Trust funds to deliver training programs to the local community. These programs include:

- MRM Employment and Training 2008-2010;
- DET Strong Start Bright Future 2010/11;
- MRM Indigenous Training and Employment Strategy 2011-2012; and
- MRM Pathways to Employment Program 2014/15.

Although delivering training programs to the local community is a key objective that the Trust was established to provide, KPMG's consultations indicate some stakeholders felt it was inappropriate for MRM and the NTG to access Trust Funds. In contrast, others viewed training and employment as the greatest priority for community development and were not concerned about how the outcomes were delivered.

It is the view of the RWG that as a general rule, the NTG and MRM should not access the Trust's funds. However, flexibility should be maintained to ensure unforeseen or unintentional consequences can be addressed.

**Recommendation 20: The Board agree that MRM and NTG access to Trust funding is by exception, with this convention included as a consideration in the assessment and prioritisation of funding applications.**

### 3.3.2 APPLICATIONS FOR BUSINESS ENTERPRISE AND SEED CAPITAL

Over the past seven years, the Trust has provided limited funding towards supporting the creation and development of new enterprises leading to misconceptions within the community about the Trust's capacity to provide grants for this purpose. Results from KPMG's community consultations show community members have consistently highlighted their desire to see a broadening of grant applicant eligibility to enable the Trust

to invest in local business start-ups and expansions. The RWG received advice that opportunities exist to connect interested applicants to existing NTG programs that support the establishment and development of new enterprises.

The provision of grants or other assistance (financial or otherwise) for enterprise development is an objective of the Trust detailed in the Trust Deed. The RWG was made aware of concerns about the GST status of the Trust and of uncertainty about the Trust's charitable status if it were to make grants to individuals and commercial entities. The RWG agreed these financial matters need to be clarified and policies implemented that ensure the Trust operates in a manner that ensures the Trust complies with its legal obligations.

**Recommendation 21: The Board clarify its legal obligations in relation to GST and its charitable status.**

### 3.4 SIMPLIFYING THE OPERATIONS AND COMPOSITION OF THE BOARD

#### 3.4.1 APPOINTMENT OF INDEPENDENT BOARD MEMBER POSITIONS

Both MRM and the NTG are required to appoint independent Board directors as per clause 5.2 of the Agreement and 18.1 of the Constitution. Both of these positions were vacant for extended periods.

KPMG findings outline that this is a matter of concern for the Indigenous and community Board members. Such vacancies constrain the Board's ability to achieve quorums for meetings. The appointment of independent board members provides the Trust with the opportunity to develop the Board's diversity and gain access to a broad range of skills and knowledge.

The RWG noted that processes for appointing Independent Board members were underway and agrees with KPMG's view that such vacancies are to be resolved as matters of priority.

**Recommendation 22: NTG and MRM commit to expeditiously filling all ongoing foundation member Board vacancies with appropriately qualified appointees.**

In addition to the aforementioned Board vacancies associated with independent Board members, KPMG research highlighted issues with the selection and term duration of Board members. The selection of the community member occurred in 2007 and has not been subject to review. Although no criticism of the current community Board member is intended, the lack of any renewal process was considered to be less than ideal.

Similarly, Indigenous Board members are chosen by their clan by whatever means suits the clan. Although the Board is obliged to recognise each clan's nominee, the RWG agreed that such nominations ought to be revisited from time to time.

In the event Recommendations 9, 10, and 25 are adopted by the Board, the RWG believes Board membership will have enhanced appeal across the community.

**Recommendation 23: The Board commit to progressively renewing its membership by requesting clans and the community nominate appointees on the basis of the changes recommended by this review.**

#### 3.4.2 VOTING RIGHTS

Given the Trust was established to provide for the local community, the RWG concluded the most equitable basis for Board decisions was the majority vote. However, subject to clause 18.11(b) of the Constitution, decisions at the Board level is based on a majority vote that includes the vote of at least one of the directors nominated by each of the foundation members (inclusive of MRM and NTG appointed independent Board members).

KPMG's research identified that the current Board is at odds on the Trust's voting rights arrangements. Community and Indigenous directors are reported to believe the requirement expenditure decisions need the

support of at least one MRM and one NTG director makes the votes of the community and Indigenous Board members either less important or even irrelevant. This belief is understood to impact on Board and AIC meetings.

Recognising the existing arrangements privilege the Foundation members, the RWG concluded an effective approach to remedying concerns by the community and Indigenous directors is to extend the privilege arrangement by requiring at least one Indigenous member be part of the majority vote. This is in addition to the existing provision requiring at least one NTG and MRM member for the decision to proceed. Extending this right to the Indigenous members ensures that Trust decisions are supported by all three major stakeholders of the Trust and that Board decisions capture the desire of the community via the Aboriginal members.

**Recommendation 24: MRM and NTG agree to the amendment of Trust documentation to change voting arrangements so that the approval of decisions at meetings of Directors require both a majority of votes cast including at least one vote in favour by a director appointed by virtue of their Indigenous membership (variation required to clause 18.11(b) of the constitution).**

### 3.4.3 GOVERNANCE, TRAINING AND INDUCTION OF NEW BOARD DIRECTORS

MRM and NTG Board members are appointed by virtue of their current employment which is ordinarily associated with professional training and extensive experience of business. In contrast, community and Indigenous Board members hold their directorships by virtue of their relationship to the community.

Evidence arising from KPMG's community consultation research indicates that some community and Indigenous Board members may benefit from training to better equip them for the opportunities and responsibilities that accrue to them as directors.

In recognising Board membership entails the assumption of legal responsibilities, the RWG considers a skills audit of Board members knowledge of the role will provide the baseline needed to develop a training strategy for Board members. Understanding the mix of skills of existing board members will also assist to ensure future appointments of board members, especially independent representatives are complimentary to the board.

**Recommendation 25: The Board conduct a skills audit of the Board to determine training requirements.**

**Recommendation 26: The Board facilitate access to appropriate training for all Board members to ensure roles and responsibilities are understood and Board members are fully equipped to execute their role.**

The chairman role of the Board has been exercised by MRM for an extended period of time. The RWG received feedback highlighting possible community and Indigenous member interest in rotating the chairperson's role. The RWG concluded rotating this responsibility and/or implementing co-chairing arrangements are options for providing additional opportunities to build capacity in the community.

**Recommendation 27: The Board consider implementing a policy of jointly chaired meetings, whereby MRM and NTG rotate one joint chair matched with an Indigenous or community member acting as co-Chair.**

### 3.4.5 MEETING RULES AND PROTOCOLS

In addition to Board members with voting rights, Board meetings are attended by Project Officers, the business adviser to the Indigenous members, NTG staff fulfilling the Secretariat role and guests relevant to Trust business. Feedback from stakeholders with experience of Board meetings indicates tighter control of the contributions made by non-Board members may be necessary to encourage increased contribution by Board members.

**Recommendation 28: The Board develop 'working protocols' for Board meetings to ensure they are efficient, focused and fair.**

### 3.5 SIMPLIFYING AND IMPROVING ADVISORY COMMITTEE ARRANGEMENTS

#### 3.5.1 SIMPLIFICATION OF THE COMMITTEE STRUCTURE

As outlined in Section 1.3.3 of this report, the Trust Deed requires the establishment of two advisory committees; namely:

- Allocations and Investment Committee (AIC); and
- Mawurli and Wirriwangkuma Aboriginal Corporation (MAWA) committee.

The Trust Deed authorises the establishment of additional advisory committees as necessary.

Feedback from MAWA representatives received through KPMG's consultations and a separate meeting on 29 May 2015 held with RWG representatives confirmed that MAWA considers the Trust to have failed to fully implement the MAWA committee. In addition, KPMG reported their consultations found the role of the advisory committees needed clarification. Based on their consultation findings KPMG also recommended the creation of a youth advisory committee. Overall the RWG agreed the committee structure as stipulated by the Trust Deed appears to have not been fully realised.

The RWG found operation of the advisory committee arrangements have been sub-optimal in so far as they have not fully delivered on their specific objectives nor do they expedite Board decision making. For example, the AIC has not been successful in its efforts to develop and implement an investment strategy. The RWG concluded a simplified advisory committee structure could both improve Trust governance and streamline the grant approval process.

In the view of the RWG, adoption of the biannual funding round recommendation if combined with a defined schedule for Board and advisory committee meetings will deliver an efficient and effective mechanism for processing grant applications.

**Recommendation 29: The Board request MRM and NTG agree to the amendment of the Trust Deed to enable the implementation of a single advisory committee arrangement, with voting members limited to the four Indigenous Trust members and the community Trust member.**

**Recommendation 30: In the event Recommendation 19 is accepted, the Board implement biannual meetings in May and November of what is currently the AIC, timed to occur two weeks after the close of each funding round (possibly 30 April and 31 October).**

**Recommendation 31: Advisory Committee/AIC meetings to be chaired by an independent individual with no voting rights.**

### 3.6 IMPROVING PLANNING PROCESSES AND STRATEGIC DIRECTION FROM THE BOARD

#### 3.6.1 LONG TERM STRATEGIC PLANNING

The Trust has been guided by a number of documents which highlight the vision, priorities and strategies for the Trust. These documents include:

- 20 Year Community Benefits Trust Plan;
- Individual Annual Plans aligned to each financial year from Trust inception to date; and
- McArthur River Mine 3-5 Year Plan – which includes priorities for multiple time periods including 2013-2017.

These documents ability to inform Trust processes appears limited. Little evidence came to the attention of the RWG that Trust meetings consider these strategic documents on anything than an ad hoc basis, including when considering project funding proposals. The RWG concluded that changing to a 3 year strategic planning cycle would assist in:

- prioritising Trust objectives;
- enabling the Trust to deliver a sustainable impact; and
- providing certainty for applicants regarding the immediate priorities for Trust funding.

KPMG and RWG consultations highlight the difficulty of maintaining the existing annual plan and review process. It was noted by several stakeholders that for a small Trust fund with limited supporting resources, efficiencies could be delivered through lengthened planning cycles.

**Recommendation 32: The Board replace annual plans with three year strategic plans, which prioritise Trust objectives for that period.**



## TERMS OF REFERENCE - MCARTHUR RIVER MINE COMMUNITY BENEFIT TRUST REVIEW

### 1. Background

McArthur River Mining Pty Ltd (now a wholly owned subsidiary of Glencore) and the Northern Territory Government signed an agreement on 4 July 2007 (the Agreement) to record their commitment to delivering social and economic benefits to the Borroloola community and surrounding region, with the Agreement specifying how such benefits were to be delivered. The Agreement authorised the establishment of a trust (the Trust) to perform activities that facilitate the advancement of the commitments of the parties to the Agreement.

Clause 10.5 of the Agreement stipulates at the end of the initial period (separately defined as the eight years commencing from 13 October 2006), the parties to the Agreement shall review the Agreement (the Review). Clause 10.7 of the Agreement specifies the Parties shall meet and in a bona-fide spirit of cooperation consider and agree upon:

- a) any variations to the Community Benefits Package that may be desirable in the interests of the community and that will ensure the ongoing business efficacy of the Trust;
- b) any variations (upwards or downwards) to the annual contributions;
- c) the timeframe and duration of the application of any variations; and
- d) any other variations to the Agreement that the parties consider necessary or desirable.

All variations considered pursuant to clause 10.7 shall take into account any substantial change upwards or downwards in the economics of the mine (the consideration of which shall in no way limit the taking into account of other relevant considerations) (clause 10.8).

### 2. Commencement of the Review

NTG and Glencore as Parties to the MRM Agreement have established a Working Group to undertake this Review. The Review will commence on 2 February 2015 and run until 31 July 2015. To accommodate the review, including consideration of any possible recommendations for improvements by the Parties and the Trust Board, the Parties have agreed to extend the current agreement to October 2015.

### 3. Review Process

As part of the Review, and in order to consider and agree upon any variations to the Agreement, the Working Group will consider and determine the efficiency and effectiveness of the Trust in delivering on the objectives as set out in the agreement, namely to:

- facilitate ongoing sustainable development of the community and region including building community capacity and local business enterprise development;
- 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 MRM's mining operations; and
- create jobs and training opportunities.

### 4. Review Objectives

The Review will consider two broad areas:

- the value, effectiveness and efficiency of the trust to the community it was established to provide for; and
- the efficiency and effectiveness of the Board and its governance structure.

In addition the Review will aim to provide a transparent and open process with strong consultation with the Trust Board and community members.

### 5. Review Working Group and Secretariat

Parties to the Agreement agree to the appointment of Hayley Richards, Executive Director, Economic Development Policy Unit, the Department of the Chief Minister to chair the Review process.

In addition to the Chair, the Review Working Group will comprise representatives of the Parties as follows:

*Northern Territory Government representatives:*

- John De Koning, Northern Territory Government Board Member, McArthur River Mine Community Benefits Trust
- Luana Cormac, Director, Economic Development Projects, Department of the Chief Minister
- Roslyn Vulcano, Director Strategy and Capability, Mines Directorate, Department of Mines and Energy
- Karen Lindsay, Director Indigenous Workforce Development, Department of Business

*McArthur River Mining Ltd representatives:*

- Sam Strohmayr, General Manager, McArthur River Mining
- Greg Ashe, Chief Operating Officer, Glencore Zinc Australia
- Phil Bamber, Manager of Human Resources, Glencore Zinc Australia
- David Kerr, Senior Legal Counsel, Glencore Zinc Australia

*Secretariat:*

- John Netterfield, Project Manager, Economic Development Projects, Department of the Chief Minister
- Ray Nguyen, Project Officer, Economic Development Projects, Department of the Chief Minister

The Department of the Chief Minister shall provide the secretariat support required by the Working Group. McArthur River Mines shall provide logistical support as and when required for Working Group activities, with NTG to meet its own costs for salaries, travel and accommodation.

## **6. Working Group Activities**

The Review Working Group shall determine its own program of activity. Review Working Group members may nominate proxies as and when required for meetings. The Working Group shall meet as often as required. The Chair will preside at all meetings and shall appoint an acting Chair if and when required.

Meeting dates and venues shall be nominated by the Secretariat. In the normal course of business, meetings may take place in Darwin, Borroloola or at the McArthur River Mine site.

The Working Group may invite submissions (oral and/or written) from any stakeholders associated with the McArthur River Mine Community Benefit Trust. The Working Group may seek information and advice from sources agreed by members of the review Working Group.

The Working Group may establish sub-groups to undertake specific tasks. The Review working group may also employ specialist advisers and/or other resources to assist with review activities. Responsibility for associated costs is to be negotiated prior to engagement of advisers etc.

Drafting of the final report is the responsibility of the Chair and the secretariat, with input provided by Working Group members. The Working Group's final report to both Parties shall make recommendations in relation to each of the points listed in clause 10.7 of the Agreement (listed above as Review Objectives). If appropriate, recommendations shall be enacted in accordance with Clause 14 of the Agreement.

## **7. Duties of Members**

Members of the Working Group are expected to:

- attend to all meetings or nominate a suitable proxy
- work with a bona-fide spirit of cooperation
- act to ensure timely completion of the Review report and recommendations.

## **8. Decisions**

Decisions concerning the operation of the Working Group will be made by consensus of the members.

#### **9. Engagement with the Trust Board**

The review will be undertaken in a manner which provides multiple opportunities to the Board and its individual members to provide input into the review, including advice on community engagement.

Additionally, throughout the Review process, the Review working group will provide regular progress reports to the Board, and share relevant documentation.

#### **10. Community Consultation**

The Working Group, in consultation with the Trust Board, shall determine the scope of community consultation to be undertaken. It is expected that extensive community consultation will be undertaken throughout the Review process.

#### **11. Amendment, Modification or Variation**

This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by the Working Group.

CBT Board Meeting Draft

## RESEARCH PROJECT – OVERVIEW OF COMMUNITY PERCEPTIONS

### KPMG FINDINGS

This section outlines the key findings from KPMG's research of community perceptions. The full KPMG report can be found at Appendix 2.

KPMG's research revealed community support for the Trust and many of the projects delivered. Community consultations found community concerns about a range of issues relating to a number of projects supported by the Trust.

### APPROPRIATENESS

The appropriateness of several past grants made by the Trust was challenged by some stakeholders. Grants made to McArthur River Mining Pty Ltd, the NT Department of Education, Indi-Kindi and the Moriarty Foundation were regarded by a number of community members as questionable. For the grants made to foundation members of the Trust, community members believed these organisations had sufficient access to resources to undertake their projects without recourse to the Trust. The Indi-Kindi and Moriarty Foundation grants were perceived to have been compromised in their delivery and outcomes. Community's comments clearly demonstrated a clear preference for Trust grants to go to organisations that are characterised through a well-established local presence underpinned by broad community support.

### EQUITY OF DISTRIBUTION

Comments about the proportion of grants going to specific groups, organisations and priority areas demonstrated frustration by some about the equity of the distribution of grant funds. Community feedback revealed a number of areas of concern relating to community and economic development that they saw as not being appropriately addressed by the Trust. Many of the concerns expressed reflected incomplete understanding of the extent of the support the Trust has provided to the region over the past seven years.

### GRANT PROCESSES

There was limited understanding by community members on how to apply for support from the Trust and how the grant process works. KPMG's comments about community awareness extended to reporting a belief by some that the application process for grants was too difficult for some segments of the community to access, such that only those organisations that already had access to resources were able to apply.

### SUPPORT FOR ENTERPRISE

A significant portion of the comment reported by KPMG related to community member interest in accessing Trust funding to establish small businesses. These comments reflected a widespread view that there were '*too few jobs in these towns*'.

### BOARD MEMBER ENGAGEMENT

KPMG reported Board member engagement was an area of concern that impinged on the effective operation of the Trust. This has been reflected in low attendance rates at meetings, which have resulted in scheduled meetings failing to achieve a quorum. In their report, KPMG expressed concern with the level of understanding Board members have of role of the Board and their responsibilities as Board members.

## STAKEHOLDER CONSULTATION LIST

NAME	ROLE	DATE
<b>TIER ONE – Grant Applicants</b>		
Alan Baker	Gurdanji Representative	30 April
Graham Friday	Proxy Yanyuwa Representative (Could also be Yanyula)	28 April
David Harvey	Yanyuwa Representative	28 April
Daniel Mulholland	NLC Representative	28 April
Tracey Dally	Red Dirt Trading	28 April
Jack Green	Local Elder	28 April
Middle Aged Local Man	Local Man	28 April
Jonie	Local Health Clinic Worker	28 April
Asmond	Local Drug and Alcohol Worker	28 April
3 x Local Elderly Women	Community Members	28 April
1 x Local Young Man	Community Members	28 April
Ronnie	Yanyula Elder	28 April
1 x Local Elderly Woman	Community Member	28 April
Sheena Ulmari	Local Centrelink Employee	28 April
13 x Robinson River Locals	Robinson River Community Members	29 April
Nez	Robinson River School Principal Wife	29 April
Local Woman at School	Robinson River School Employee	29 April
Jimmy Morrison	NLC Employee	30 April
1 x Elderly Man	NLC Ranger Manager	30 April
1 x Local Young Man	NLC Employee	30 April
Chloe	Warangku Art Centre Manager	30 April
5 x Local Elderly Women	Warangku Art Centre Artists	30 April
Corrin, Fiona & 1 x Elderly Man	Sea Rangers CEO and Employees	1 May
6 x Local Residents	5 x ATSI & 1 x Local Non- ATSI Employed at MRM	1 May
<b>TIER TWO – Community Members</b>		
Warren Timothy	Proxy Mawurli and Wirriwangkuma Aboriginal Association (MAWA) Representative	28 April
Richard Dixon	Mungoorbada Aboriginal Corporation	29 April
Richard Krause	Mungoorbada Aboriginal Corporation	29 April
Danni	Mungoorbada Aboriginal Corporation	29 April
Brian Kimmings	Business Adviser, Malandari Properties Pty Ltd	17 April
Alison Doyle	Chief Executive Officer, Mabunji Aboriginal Resource Association Inc.	22 April
Annie Roberts	Chairperson, Mabunji Aboriginal Resource Association Inc.	30 April
Christie	Acting-CEO Mabunji Aboriginal Resource Association Inc.	28 April
Wendy Moulds	Project Officer, IE Projects	24 April
Jason Elsgood	Project Officer, IE Projects	24 April
Ken	Associate Principal, Borroloola School	29 April
Leonard	MAWA Board Member, NLC Executive, Gulf Health Board and Yanyula Man	1 May

TIER THREE – Key Governing Bodies		
Sharon Hillen	Director of Council Services and Infrastructure	17 April
Amanda Haigh	Grants Coordinator	17 April
Stan Allen	Community Board Representative	28 April
Maria Pyro	Local Authority Member	28 April
Marlene Karkadoo	Local Authority Member	30 April
Beatty Retchford	Local Authority Member	29 April
Tony Jack	Roper Gulf Regional Council Mayor, Trust Board Member & Garawa Clan Representative	22 May
TIER FOUR – Trust Partners		
Hayley Richards	Executive Director, Economic Development, Department of the Chief Minister	2 April
Roslyn Vulcano	Director Strategy and Capability, Mines Directorate, Department of Mines and Energy	16 April
Luana Cormac	Director, Economic Development, Department of the Chief Minister	7 May
Karen Lindsay	Director Indigenous Workforce Development, Department of Business	15 April
Lidia Di Lembo	Northern Territory Government Board Member, McArthur River Mine Community Benefits Trust	17 April
John Netterfield	Project Manager, Economic Development Projects, Department of the Chief Minister	8 April
Phil Richards	Economic Development Officer, Economic Development Projects, Department of the Chief Minister	17 April
Sam Strohmayr	General Manager, McArthur River Mining	16 April
Greg Ashe	Chief Operating Officer, Glencore Zinc Australia	16 April
Chrissy Joll	Liaison Officer, McArthur River Mining	24 April
Rebecca Gentle	Liaison Officer, McArthur River Mining	1 May

TABLE OF GRANTS

Project Name	Project Partners	FY Approved	Grant Amount	Project Description
<b>Airborne Solutions R Baker Training</b>	Greenlip Enterprises	2007-2008	\$36,120	Provide local Indigenous resident, Richard Baker, with the necessary training to gain his license and secure employment as a commercial helicopter pilot at Airborne Solutions.
<b>Borroloola CEC</b>	Borroloola School	2007-2008	\$110,000	Develop a facility that allows the School to provide quality educational outcomes and vocational experiences to meet the current and emerging needs of the community. Grant funding supported the installation of equipment and fit-out of the building.
<b>MARA Wunala Creche</b>	Mabunji Wunala Crèche	2007-2008	\$11,275	Provide necessary ablution facilities to ensure the health and wellbeing of the children while in care.
<b>Borroloola Amateur Race Club</b>	Borroloola Amateur Race Club (BARC)	2007-2008	\$19,910	Contribute to the sustainability of the area's culture Replace chutes which were 30 years old, in poor condition and dangerous to stock and competitors
<b>MAC CAT Grader</b>	Mungoorbada Aboriginal Corporation	2008-2009	\$55,000	Support the development of a self-sufficient civil contracting business in Robinson River.
<b>MAC Self Propelled Smooth Drum Roller</b>	Mungoorbada Aboriginal Corporation	2008-2009	\$187,000	Support the development of a self-sufficient civil contracting business in Robinson River.
<b>MAC Concrete Batch Plant</b>	Mungoorbada Aboriginal Corporation	2007-2008	\$70,000	Expand the potential business opportunities serviced by the Civil Construction Team.
<b>MAC Goat Herd Fencing</b>	Mungoorbada Aboriginal Corporation	2007-2008	\$20,000	Build a fence to contain a herd of around 200 goats and protect them from dingo attacks.
<b>MAC Visitor Accommodation</b>	Mungoorbada Aboriginal Corporation	2007-2008	\$69,462	Add a visitor accommodation and kitchen facility to a planned Government Business and Accommodation Centre and expand its potential uses.
<b>MAC Concrete Agitator</b>	Mungoorbada Aboriginal Corporation	2007-2008	\$90,000	Build a sustainable local operation that will give the community the resources it needs to conduct maintenance and construction activities.

<b>MAC CAT 960 Loader</b>	Mungoorbada Aboriginal Corporation	2008-2009	\$70,400	Support the development of a self-sufficient civil contracting business in Robinson River.
<b>MAC Community Store Materials</b>	Mungoorbada Aboriginal Corporation	2007-2008	\$145,960	Develop a new community store to replace the aging existing shop which has poor refrigeration capabilities and lacks space for growth.
<b>MAC Breeding Bulls</b>	Mungoorbada Aboriginal Corporation	2008-2009	\$11,000	Purchase 2 bulls and 10 cows for the Wandigulla Outstation to support the extension of their breeding and export business.
<b>KABFC Barramundi Monitoring Program</b>	King Ash Bay Fishing Club	2008-2009	\$203,190	Undertake a two year research program to examine the impacts of increased recreational fishing on barramundi fish numbers in the McArthur River near King Ash Bay.
<b>MRM Employment and Training 08/09</b>	McArthur River Mine	2009-2010	\$606,425	Develop an effective and culturally appropriate framework for Indigenous recruitment, training and retention at MRM which encourages and motivates applicants within the local community Individually tailor training and career development programs for all employees (This is 20% of the total initiative cost of \$2.9 million in 2008/2009)
<b>National Trust Welfare Building Refurbishment</b>	National Trust of Australia (Gulf Branch)	2008-2009	\$76,162	Conduct necessary repairs to the museum's ablution facilities.
<b>Mabunji Li-Anthawirriyarra Sea Ranger Vehicles</b>	Li-Anthawirriyarra Sea Rangers	2010-2011	\$60,124	Funding over three years for the acquisition of two vehicles and their maintenance costs to help caring for country initiatives of the Yanyuwa people.
<b>Mabunji/ ISA Landscaping</b>	Mabunji Aboriginal Resource Centre	2010-2011	<i>Project withdrawn by Mabunji</i>	Covers the landscape design costs for the beautification of the town, in particular, the entrance to make the town welcoming to tourists, provide local job opportunities and build a sense of pride amongst community members.



<b>DET Strong Start Bright Future</b>	Department of Education and Training	2010-2011	\$1,012,000	Contribute to a series of initiatives to be delivered in partnership between the Department, Borroloola School and MRM. Provide pathways toward education and training for all children through to employment and involves a frequent attender program, incentives for students, vocational education and training opportunities Support 10 school-based apprenticeships each year and improvements to Vocational Education Training.
<b>Barkly Regional Arts - Song People Sessions</b>	Barkly Regional Arts Inc	2010-2011	\$79,288	Innovative Indigenous cultural maintenance and language preservation project that is recording the traditional songs of the four local language groups and producing them into contemporary recordings for both archival purposes and the enjoyment of listeners. The process includes documenting Indigenous language and English transcriptions of all songs.
<b>MRM Indigenous Training and Employment Strategy</b>	McArthur River Mine	2010-2011	\$599,087	Supports the \$1.4 million extension of the Indigenous Employment and Training Strategy which is a specific commitment made by MRM in agreement with the NT Government as part of the Trust objectives.
<b>Mabunji Boonuu Festival</b>	Mabunji Aboriginal Resource Centre	2010-2011	\$27,500	Support for the expansion of the 2011 NAIDOC Celebrations to include the Boonuu Boonuu Festival as the only traditional indigenous dance festival in the Northern Territory.
<b>Mabunji Waralungku Arts Exhibition</b>	Waralungku Arts Centre	2010-2011	\$50,000	Paintings, prints and wooden sculptures by at least 8 local artists will be featured in an exhibition commencing in July 2011 at the Rebecca Hossack Art Gallery in London. Funding support was to assist in airfares but also supports investment in marketing and website development.

<b>Malandari Partnership Purchase of Store</b>	Malandari Partnership	2009-2010	\$597,300	Upgrade to the supermarket security system Relocation of the Post Office to a separate new building Construction of a supermarket annexe for the sale of furniture and boat equipment Construction of a two bedroom accommodation unit for use by staff and visiting support personnel
<b>MRM Employment and Training 09/10</b>	McArthur River Mine	2009-2010	\$595,918	Foster a supportive environment within the workplace, which eliminates racism and celebrates cultural diversity. (This is 28% of the total initiative cost of \$2.1 million in 2009/2010)
<b>Roper Gulf Shire-Borrooloola Pool Consumables</b>	Roper Gulf Shire Council	2009-2010	\$60,000	Cover the cost of consumable materials and utilities to support the operation as it develops its sustainability as a business enterprise.
<b>Mabunji NAIDOC</b>	Mabunji Aboriginal Resource Centre	2009-2010	\$5,500	Support the costs associated with the delivery of the NAIDOC festival program in 2010 as an important annual celebration of indigenous cultural heritage.
<b>Mabunji Wunala Creche Fencing</b>	Mabunji Aboriginal Resource Centre	2010-2011	\$47,544	Funding to replace existing perimeter fencing with a new safe and secure fence surrounding the Wunala Crèche.
<b>Borrooloola Amateur Rodeo Club Chutes Stage 2</b>	Borrooloola Amateur Race Club (BARC)	2010-2011	\$11,275	Purchase 3 new bucking chutes to improve safety for animals and riders and assist the sustainability of the event.
<b>Little River Youth Diversion Program</b>	Mabunji Aboriginal Resource Centre	2010-2011	\$52,095	Create a Juvenile diversion/life skills development for 13-16 year olds.
<b>McArthur River Machine Hire</b>	Waanyi Nation Aboriginal Corporation	2010-2011	\$40,000	Support to engage a consultancy to develop a viable business plan for the growth of a new enterprise to provide contract machinery operation.
<b>Barramundi Monitoring Phase 2</b>	King Ash Bay Fishing Club Inc.	2011-2012	\$116,600	Collection of data on the status of barramundi and golden snapper stocks and the impact of recreational fishing on the McArthur waterways.
<b>Community Conservation of Dugong and Dolphin in Yanyuwa Sea Country</b>	James Cook University	2011-2012	\$316,000	Initiate a long-term study on dugong and coastal dolphin in Yanyuwa sea country to enable monitoring of habitat health in the marine environment

<b>MRM Indigenous Training and Employment Strategy</b>	McArthur River Mine	2011-2012	\$593,195	Employment of 2 operator trainers to provide on-the-job training for Indigenous trainees and employees, support the intake of another 15-20 trainees in entry level positions, provide ongoing mentoring and support and buy a new bus to transport local employees from the mine to Borrooloola.
<b>Rodeo grounds refurbishment</b>	Borrooloola Amateur Race Club	2011-2012	\$131,100	Refurbishment of the rodeo grounds including replacing aging fences around the arena, loading ramp and race to chutes and the sorting yards.
<b>Breakfast Program</b>	Borrooloola School Council	2011-2012	\$150,000	Management of a breakfast program which is regularly serving around 80 students and adults daily and helping increase attendance at school.
<b>Books in Homes Gulf Schools</b>	The Charitable Foundation for Books in Homes Australia	2012-2013	\$30,916	Conducting the program in three Gulf schools - Borrooloola, Robinson River and Kiana in 2013. All 400 children in the schools will receive books to take home and keep.
<b>West Island Turtle Camp</b>	Mabunji and Li-Anthawirriyarra Sea Ranger Unit	2012-2013	\$157,826	Support for two eco-tourism trials at Maabayny (North Beach) on West Island. Trials of a new turtle camp were conducted 25-27 September 2012 and 30 September to 2 October 2012, providing visitors the opportunity to participate in turtle research undertaken by the Rangers and Yanyuwa families. Total project cost represents 3 year roll out.
<b>Barni-Wadimantha Awara</b>	Mabunji and Li-Anthawirriyarra Sea Ranger Unit	2012-2013	\$113,850	Second grant on top of original \$58,500 to support this consultancy. This second grant will allow the consultant, Stephen Johnson, to be 100% engaged for one year. The overall project is to help action a Plan of Management for the Yanyuwa country as an Indigenous Protected Area including researching and trialling ecotourism opportunities and infrastructure development planning.

<b>Artback NT: Arts Development and Touring</b>	Artback NT	2012-2013	\$150,000	3 year program designed to help create new or revitalise existing cultural festivals and involving: 1. DanceSite, an annual event attracting ATSI performers and celebrating diversity of traditional Indigenous dance in the NT; 2. Community support, building cultural performance skills through forums, rehearsals and workshops and events; 3. National performance opportunities to build business and professional development pathways.
<b>Gulf Country Musicology</b>	Mabunji and Waralungky Arts Centre	2012-2013	\$194,310	Follows on from the success of the Song Peoples Sessions in 2011 and 2012. Will work with the 4 language groups as both singers and producers to record the traditional songs of their communities. Aim is to build an archive of traditional songs and language, provide creative industries training and support the transfer of knowledge to young people.
<b>Sharing and Keeping Place</b>	Mabunji Aboriginal Resource Centre	2013-14	\$61,430	Sharing and Keeping Place - Scoping project for the establishment of a cultural centre to store and share collections. This project provides seed funding for 6 months to carry out the consultation and planning required for a cultural centre to store and share with the Community and visitors the collection of cultural materials and digital resources for the Yanyula, Garawa, Mara and Gurdanji community. The long term aim of the project is proposed over 4 years. This project will provide the initial scoping for the development of a Cultural Centre in Borroloola. A centre would bring together much of the work which has already been supported by the Trust and provide the Community with a centre of cultural value to market to visitors to the Region while also preserving significant works.

<b>MAWA Lighting Towers</b>	Mawurli and Wirriwangkuma Aboriginal (MAWA) Corporation	2013-14	\$105,431	Purchase of lighting towers to support community events
<b>Suicide Story</b>	Mental Health Association	2013-14	\$36,002	Suicide Story is a program which has been developed and run by the Mental Health Association of Central Australia since 1992. The program is suicide prevention program developed specifically for remote Aboriginal communities in the NT. The program was delivered in Borroloola in June 2013 under their current funding to 23 participants. The community response was positive with requests to return where the community have been actively working to bring more people to a future workshop.
<b>FERGS Facility Upgrade</b>	Roper Gulf Shire Council	2013-14	\$76,854	This grant is to assist the FERGS with the purchase of a shed suitable for housing vehicles and equipment. The shed would provide improved storage and training areas to allow for more responsive service as the units can be ready for specific events. Equipment is currently housed in 2 locations.
<b>Yanyuwa Dictionary</b>	Mabunji Aboriginal Resource Centre	2013-14	\$16,500	This project has great significance for the Yanyula language. The project is a relatively small investment for a significant return in terms of preservation and celebration of language and culture. Much effort and time has gone into not only the development of the works but the thought for launching and on-selling and access to the Dictionary. The milestones are achievable.
<b>Barni-Wardimantha Awara</b>	Mabunji Aboriginal Resource Centre	2013-14	\$227,000	Period August of 2013 to August 2015. Over these 2 years, the fledgling business models and developments already in place, will be expanded on, enhanced and consolidated to the point where implementation of the wider Yanyula plan (including a multi-million dollar complex at Black Rock Landing) becomes increasingly feasible.

<b>Turtle Camp</b>	Mabunji Aboriginal Resource Centre	2013-14	\$148,190	This project is a continuation of the first year (for an additional 2 years) with the aim of establishing a viable ecotourism enterprise on country. The ecotourism event will provide an educational platform for visitors and the eco camp proposal is responsive to stated Yanyuwa aspirations for achieving some degree of financial independence and management autonomy through the provision of environmental services and sustainable tourism development.
<b>Indi Kindi</b>	Nangala Project	2013-14	\$450,000	Indi Kindi aims to improve long term educational outcomes for Indigenous children by creating a program focussed on literacy and numeracy for the Region. The project has been piloted for 12 months in Borrooloola and will be extended to Robinson River.
<b>JM Football</b>	Nangala Project	2013-14	\$300,000	Soccer Program with a focus on a positive impact for Indigenous children in the Region through engaging in sport and healthy lifestyle. This program was established for 12 months prior to the Trust providing financial support.

<b>MRM Pathways to Employment Program</b>	McArthur River Mine	2014-15	\$163,262	MRM Pathways to Employment Program - this submission is Stage 1 of a 2 part planned approach to Indigenous employment not only at the mine but also extending to the Community as a whole. Stage 1 is planned from Dec 2013 - March 2014 and is a development phase. During this period the scope of pre-employment training will be designed in consultation with Savannah Gulf and other relevant stakeholders, organisations and employers in the Region. A pre-employment program for MRM will be mapped out taking into account the support structures required to achieve employment outcomes. This planning will extend to employment opportunities within the Region to leverage off these activities contributing to creating a diverse local economy and sustainable employment opportunities. The 2nd phase will be presented at the March Board meeting as an 18 month implementation program subject to the design in Phase 1. The initial project will be supported by external specialists in Indigenous workforce development working together with the local RJCP and relevant organisations while being managed by MRM.
<b>Cancer Council</b>	Cancer Council Northern Territory Inc. - to execute	2014-15	\$8,019	To provide essential education informing people what cancer is, how to reduce risk of cancer, how to detect possible cancers and what to do about a cancer diagnosis. Cancer Council plan to visit Borroloola and work with the local health and community services to talk to people about these issues as well as providing a one-on-one service to people in the area currently undergoing treatment or caring for someone undergoing treatment.

<b>Mungoorbada Meatworks</b>	Mungoorbada Aboriginal Corporation	2014-15	\$250,000	It was resolved that the funding for the Mungoorbada Mobile Abattoir for \$250,000 be approved subject to; An overall feasibility study on the project to include PowerWater approvals; Project implementation according to the approved DPIF design; ABA Funding of \$100k; Proven commercial viability of the proposed abattoir
<b>Mungoorbada Dozer</b>	Mungoorbada Aboriginal Corporation	2014-15	\$50,000	The Board considered this application and supported providing a deposit of \$50,000 should the organisation pursue the purchase through a commercial loan arrangement. This decision is based on the asset contributing to the current commercial enterprise.
<b>Mungoorbada Haymaker</b>	Mungoorbada Aboriginal Corporation	2014-15	\$180,000	The Board supported providing \$180,000 to the purchase of this machinery again 'in principle' at this stage. This amount takes into consideration a deduction of \$70,000 which the community previously spent on bringing hay in. As this application is aligned to the overall enterprise (together with the abattoir) this grant is subject to the conditions of approval for the Meatworks application.
<b>14.2 The Garawa Stone Country Rock Art Project</b>	Monash University	2014-15	\$41,535	Recording of rock art sites (cultural heritage) Garawa country. The project will work with senior Garawa TO's as well as engaging the younger generation in the recording and sharing of culturally significant rock art. The Elders will introduce the younger generation to the sites where they will then use modern technology to preserve and transmit this knowledge.



<b>Songbook</b>	Mabunji Aboriginal Resource Centre	2014-15	\$97,768	The songbook will provide a resource as an ongoing collection of non-ceremonial songs and related knowledge of Yanyuwa, Mara, Gudanji and Garawa peoples honouring their ancestors and connections to country. It is intended for 2 purposes - firstly as a resource for the people of the Region to encourage the passing on of languages and culture and also as a product which can be sold by the Waralungku Arts Centre. The songbook is a full colour book with a DVD of audio songs and short films. The book will contain approximately 50 songs, including lyrics (bilingual), rhythm and stories of the songs. It will also include beautiful photographs.
<b>Gulf Aussie Rules Footy Programme</b>	GHS	2014-15	\$601,150	Establishment of an AFL Program representing Borroloola and Robinson River communities for senior and junior teams. The program would provide for up to 5 teams to compete locally as well as the establishment of a regional team to compete in the Katherine comp. The grant would provide funds to assist with the purchase a bus, and the provision of operational funding for 3 years. A full and comprehensive budget has been provided with the application. Additional funding has been sought from ABA for the purchase of a 4WD Coaster Bus. The outcome of this application would be relevant to the request for \$50,000 to assist with this purchase. Total commitment \$601,150 with the first year \$220,000 - additional funding pending first year budget and review

<b>Malandari Aboriginal Staff Accommodation Project</b>	Malandari	2014-15	\$165,000	This grant will assist in providing housing for Aboriginal staff of Malandari Store. The housing is a 'progressive model' whereby as a staff member is progressing and performing in employment accommodation is made available and progressively 'improves' as the employee progresses. The shortage of housing is a well-known situation in Borroloola and is one of the major contributing factors to sustained employment. This contribution would ease some of the pressure in the local community to facilitate long term employment and career development for the retail operations. The grant will assist with the establishment of 3 accommodation units.
<b>Borroloola Community Pool Facility Operations</b>	Roper Gulf Shire Council	2014-15	\$55,000	This grant will assist with the expense of the operation of the pool, while maintaining adequate staffing levels to provide a safe and healthy environment for the public to swim.
<b>Knowledge Centre &amp; Keeping Place - Phase 2</b>	Mabunji Aboriginal Resource Centre	2014-15	\$135,311	Phases 1 & 2 were funded by the Trust to consult with community, scope project and potential locations and provide a business plan for the proposed centre. Phase 3 will progress the planning which will include potential for the centre to be incorporated into the Multi-Purpose Centre. Peter Shepherd has been engaged in Phases 1 & 2 and is also consulting on the Multi-Purpose Centre. The next phase will include wider planning for design & fit-out, archival spaces and technology, research and development, funding strategies and applications as well as management agreements and ownership arrangements.

<b>Kiana School Breakfast Program</b>	Gulf Group Schools	2014-15	\$6,600	To employ a part-time employee (1hr x 5 days per week) to manage operation of the breakfast program and provide school children with a nutritious breakfast and to encourage attendance. Currently relying on donations of limited variety however seeking to become self-operational to ensure future security. Funding sought for 3 year period.
<b>Gurdanji Rangers</b>	McArthur River Mine and Gurdanji Traditional Owners	2014-15	\$65,428	MRM has for the purpose of this submission, partnered with Traditional Owners of the Gurdanji people to propose the establishment of the Gurdanji Rangers Group. The objective is to empower the Gurdanji people by assisting in building a sustainable, commercial enterprise based around their commitment to protect, preserve and nurture their country.
<b>Borrooloola School Bus</b>	Borrooloola School - execution pending	2015-15	\$110,000	Purchase of a 4x4 bus to provide transport to students who are otherwise unable to come to school during the wet season. The bus will also be utilised by the Family as First Teachers Program. The bus previously provided to the school will transfer to Mabunji for community use, specifically for transporting of elderly ladies at the Arts Centre.