

McArthur River Mine  
**Community  
Benefits Trust**



ANNUAL PLAN 2012

30 June 2011

## Table of Contents

Executive Summary	3
1 Objectives	5
1.1 Agreement Objectives	5
1.2 Charitable Purpose	5
1.3 Commitments	5
2 Regional Focus	6
3 Context For Action	7
3.1 2010/2011 Regional Developments	7
3.2 Implications for Trust Planning	8
4 Community Engagement Activities	10
4.1 Focus Group Consultation	10
4.2 Identified Community Concerns	13
4.3 Identified Community Needs	14
5 Submissions And Outcomes 2010/2011	18
6 Proposed Activities In Furtherance Of The Commitments	20
7 Key Performance Indicators	22
8 Operational Plan	25
9 Roles And Responsibilities	27
Appendix A: Summary of Community Development Planning 2011/2012	29

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

## Executive Summary

The MRM Community Benefits Trust Annual Plan provides a plan for the activities and operation of the Trust during the 2012 financial year.

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

Since the planning undertaken for the 2011 Annual Plan, there have been some significant changes within the community that have begun to address previous constraints to growth:

- Planning for the town's development and regional services by both the Northern Territory Government and Roper Gulf Shire Council has been progressed.
- An analysis of land tenure has revealed commercial and residential land available for development.
- Grants approved by the Trust in the 2011 financial year have supported major education programs which will commence in the 2012 period and advanced major infrastructure initiatives.

Importantly, the program of community engagement and consultation conducted to support this Plan has revealed that areas which were previously hard to define have now been further considered and clearer feedback provided. For example, in 2011, the community did not have a clear understanding of health needs or issues. Since then it has become clear that women's health and dental services are key specialised areas for which support is needed. Similarly, how the Trust could help the environment was previously unclear to the community but with a grant supporting the il-Anthawirriyarra Sea Rangers in 2011 and greater awareness of planning by this group has revealed new opportunities.

In addition to a dedicated consultation program to support this Plan, the Project Officer is in regular contact with various government representatives, community organisations and individuals within the region. They also host a dedicated formal series of focus groups investigating the interests of particular segments of the community: women, youth, business and community representatives.

What was clear from all conversations was a set of community needs. These reflected fundamental requirements for various forms of support services for education, business development and parents, improved cultural facilities, clearer paths to employment for youth, incentives for retaining children in school and delivery of the community hub (for which the Trust has already provided in principle support).

These needs generated a variety of ideas for programs within the community. After taking into consideration the community's vision, recent developments within the region, the resources and funding available, these ideas were evaluated against Trust commitments to reveal the following priorities.

<b>Commitments</b>	<b>Priority</b>
Establishment of a Borroloola-based business hub	Continue to work towards the establishment of a Business Incubator office through which economic support services and development programs are provided, particularly focused on establishing or developing local businesses to support the planned infrastructure development in the region.
Enterprise and job creation	
Environment	Support for the implementation of aspects of the Barni-Wardimantha Awara Report as a Caring for our Country initiative.
Education	Continue to support the establishment of a Youth or Student Hostel for young people participating in education and training.
Social and community development	Establish necessary infrastructure or support services associated with the Alcohol Management Plan's implementation.  Progress the establishment of a Multi-Purpose Centre that can be utilised in the community for a range of activities including sports, meeting place, community functions and activities.
Health	Identify and secure a service delivery organisation that can establish a Women's Health Program for the region.
Culture and Art	Utilise existing or planned infrastructure to support the provision of cultural education facilities and art forms on a sustainable commercial basis. The aim is to help retain and respect the traditional Indigenous culture for the four language groups represented in the region. The particular focus is on educating youth, providing services to visitors and cross cultural training for new employees to the region.
MRM target of 20% workforce participation	Support for MRM Indigenous Pathways to Employment Strategy
One new local business per annum to supply a product or service to the mine	Provide support for the business planning and establishment of a new business to be identified based on mine procurement needs.

These priorities include four major infrastructure initiatives which have been carried forward from the 2011 financial year and plan. At that time, it was recognised that the needs of the community had shifted to include developments such as these that were expected to take some time to eventuate. They remain high on the agenda for community and when delivered will meet genuine needs.

Given the time commitment required by the Project Officer to coordinate these major developments, it is not regarded as feasible to identify and target additional priorities that may not be achievable based on time and resource availability.

The Trust has a significant surplus of unallocated funds from the 2011 financial year which is available for commitments in 2012. The cash position as at 6 June 2011 was \$4.4 million. In total, the funds available for investment in grant programs in 2012 is estimated at \$2.9 million after taking into consideration MRM's annual financial contribution due in November 2011 and current commitments for which funding has not yet been released.

# 1 Objectives

## 1.1 Agreement Objectives

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

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

## 1.2 Charitable Purpose

The charitable purpose of the Trust is to provide:

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

## 1.3 Commitments

The Trust is committed to supporting:

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

## 2 Regional Focus

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

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

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

- Borroloola
- Robinson River
- King Ash Bay

## 3 Context For Action

### 3.1 2010/2011 Regional Developments

#### Development of the Draft NTG Local Implementation Plan

The NT Government's Borroloola Local Implementation Plan forms part of the Growth Towns initiative and sets out the priorities of the Borroloola community and includes targets, actions, success measures and timelines for achieving those priorities. This plan represents a detailed agreement between all levels of government and local people on how to make Borroloola a better place to live.

The Plan is based on a number of existing plans including the Growing the Gulf Regional Plan 2010 and the McArthur River Mine Community Benefits Trust 2011 Annual Plan. It has been further developed in consultation with the Borroloola Local Board of the Roper Gulf Shire Council and the Borroloola Women's Group meetings. Further meetings are planned in the near future with the senior representatives of each of the four clan groups and the Youth Voice Group.

A community reference group will be formed that will be the focal point for further development of the plan.

#### Every Child, Every Day

Another Northern Territory Government initiative, the Every Child, Every Day Strategy sets out how the NTG will improve the enrolment, attendance and participation of young Territorians in education at all levels. There are five (5) Priority Action Areas including:

- Getting everyone on the same page – shared beliefs and understandings
- Making leadership in improving attendance and participation front and centre
- Making schools safe and welcoming places
- Real home, school, business and community partnerships
- Relevant and interesting learning pathways.

The need to ensure a sound transitional point for young people re-entering the education system is critical to the success of any proposed changes. It is important also to note that some young people will not be able to successfully transition to a main stream school environment and an Alternative Education Model that includes cultural and learning re-engagement needs to be considered.

Initiatives supported by the Trust such as The Smith Family mobile playgroup and infrastructure improvements within the Wanula Creche are improving pre-school care and development facilities.

More recently, the Strong Start, Bright Futures Project is a jointly funding initiative between Department of Education and Training, Borroloola Community Education Centre and the Trust. The project aims to engage and develop pathways for students through to sustainable local employment opportunities including School Based Apprenticeships. This will be achieved by the provision of accredited training in Certificate 1 Resources and Infrastructure; Certificate 1 in Construction and further supported by a frequent attender program.

Borroloola School will continue to offering Vocational Education and Training (VET) programs in Certificate I in Hospitality and Certificate 1 Conservation and Land Management.

A Trade Training Centre being established in Borroloola to facilitate these new initiatives and a collaboration between the Department of Education and Training and the Borroloola School are currently working towards this initiative.

## Roper Gulf Shire Council Business Plan 2011-12

This Business Plan has direct linkages to the Local Implementation Plans for the Region. As the third tier of Government in the Northern Territory, the plan is reflective of overarching responsibilities of Government and the on the ground implementation. The plan also has direct relevance to the Trust's Annual Plan 2011.

### Infrastructure Development

Several of the major infrastructure development projects in Borroloola have been commenced or completed including; bridge over the McArthur River Crossing, an additional Vocational Education and Training Centre, recreational fishing infrastructure, and upgrades to sewerage have commenced.

Strategic Indigenous Housing and Infrastructure Program (SIHIP) is yet to commence in Borroloola.

The NT Government budget has little activity identified for the Gulf Region in 2011-12. Some funding will be provided to upgrade the Borroloola School and deliver a fire abatement project for the region.

### Community Development Fundamentals Being Addressed

The Alcohol Management Plan for Borroloola has still not been finalised and these delays restrict the activities to which the Trust could be engaged. The implementation of the new Northern Territory Banned Drinkers Register in July 2011 may see other issues and concerns raised by the community.

Drug and alcohol abuse remain fundamental issues to be addressed in order to enable the community to reach its full potential.

### Vacant Land Availability

A previously identified constraint to development in Borroloola was the lack of availability of vacant land for residential, commercial or community development.

In January 2011, a meeting between community leaders, Northern Territory Government representatives and the Northern Land Council and a subsequent study of the tenure of land parcels identified revealed that there were no native title or other legal constraints to the tenure of the land that would inhibit or add a further layer of planning to development.

On this basis, preferred sites were considered for the development of three initiatives that were identified as priorities under the 2011 Annual Plan: business hub, multi-purpose community centre and school hostel. This has enabled preliminary planning to progress on these initiatives.

## **3.2 Implications for Trust Planning**

It is satisfying to note that the government planning conducted for the region is taking into consideration the work of the Trust and the consultation conducted in the past. It has further validated the direction taken by the Trust and supports the vision of the community.

Similarly, it is also pleasing to note that many of the Trust's initiatives are well coordinated with NT Government policy directions demonstrating benefits in the partnership between the Trust and Government to support the socio economic development of the region.



The commentary on the context for the Trust's activities within the 2012 financial year raises several implications that need to be considered:

- Greater clarity is now available about NT Government and Roper Gulf Shire Council plans for Borroloola which assists long term planning for how the Trust might support the development of the community.
- There remains a constraint on financial support from government sources creating an opportunity and a demand for private sector involvement in commercial and community initiatives.
- There are significant investments being made in education, a key area of focus for the Trust, and which complement the Trust's previous and current grant commitments.
- Previous constraints and concerns regarding land availability for development have been addressed facilitating the construction of buildings necessary for priority needs.

## 4 Community Engagement Activities

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

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

The Annual Plan for the Trust continues to refine the higher level strategic outcomes identified by the community. The plan aims to provide a sequence for funding priorities to help the community achieve sustainable improvements and outcomes. The logic is that:

- if the community knows what it wants to be in 20 years, the things that have to be in place right now to achieve that long term vision can be more easily be identified
- it is better for the Trust to methodically target 'foundation' priority areas in its early years that provide a strong base on which to build, rather than arbitrarily fund a large number of projects that won't make as significant a difference in the long term to the whole region.

The vision was again confirmed through the 2011 consultation process:

### ***"To Create A Vibrant, Thriving, Healthy Region by 2028"***

Through the ongoing monthly community visits and the formal consultations of the Trust it has been evident that the major projects identified in the 2010-11 Annual Plan will provide a strong basis for Gulf Region and support the establishment of Borroloola as a Northern Territory Governments Growth Towns Strategy.

The community engagement activities undertaken involve:

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

This ongoing consultative process continues to provide input to the community concerns and needs identified in sections 4.2 and 4.3 of this plan.

### **4.1 Focus Group Consultation**

Supporting regular monthly visits which are used to inform the Annual Planning process of the Trust, a structured consultation program was undertaken in April and May 2011 to focus specifically on identifying community needs and priorities as part of the Annual Plan's development.

These meetings were facilitated by the Project Officers and were considered effective in obtaining a greater depth of information about community needs and concerns.

## **COMMUNITY ENGAGEMENT**

### **STAKEHOLDERS CONSULTED BY PROJECT OFFICER**

#### **Organisations**

- MAWA representatives
- Mabunji Aboriginal Resource Assn Inc
- Language Centre
- Creche
- Industry Services Australia
- The Smith Family
- Borroloola School
- Northern Land Council – Borroloola
- Mungoorbada Aboriginal Corporation
- Health Clinic – Robinson River
- Robinson River School
- li-Anthawirriyarra Sea Rangers
- Menzies Health – Sue McMullen
- Waralungku Arts
- Borroloola Vounteer Fire & Emergency Response Group

#### **Government**

Roper Gulf Shire Council

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

#### **Northern Territory Government**

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

#### **Commonwealth**

- FaHCSIA – Government Business Managers – Borroloola and Robinson River

## **Individuals**

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

## **Committees etc**

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

## 4.2 Identified Community Concerns

From the consultation undertaken, a number of the concerns raised in the 2010/2011 Annual Plan were still priorities for the community:

- Supporting Business Development

Business development is an increasing interest of the region. There are a number of individuals who have identified business opportunities which require support in the development of the concept. Many see business development as a way of increasing financial input into Outstations given the Australian Government's changes to Outstation funding. The Trust has commenced establishing relationships with Northern Territory Government program areas to increase support to the Borroloola region.

A number of information sessions will be occurring in the coming months with a focus of the Futures Forum being on the growth of economic opportunities in the region. The Futures Forum has been scheduled to occur in Borroloola in September and will be coordinated by Housing Local Government and Regional Services. To further support the development of business a request has been made to the NTG Indigenous Economic Development Unit for up to 10 participant sponsorships to attend the 5<sup>th</sup> Indigenous Economic Development Forum from the 13<sup>th</sup> to 14<sup>th</sup> of October 2011. This opportunity would provide potential business operators in the Gulf Region to meet with and discuss Indigenous business models which are currently operating primarily throughout the Territory and to hear of existing partnerships/relationships with major business.

- Regional Health Matters

Two key issues have been identified through the consultation: basic women's health services and increased access to dental care. Women's health includes pap smears; health check and review of contraception requirements have been limited due to women not being pro-active in relation to these matters. Targeted focus on these issues would assist in reducing health related medical issues which continue to arise. Current dental services are targeted at addressing specific individual needs. Limited access is available to Robinson River patients due to the need for the local clinic to transport them to Borroloola.

- Increased Involvement Of Government And Organisations

There continues to be short visits by representatives of Government Departments and organisations who visit for specific purposes without engaging other key individuals and services providers in the community. The need to have increased access to these representatives by various community members and organisations within the community is essential. Increased coordination of visiting representatives is required to ensure the availability of appropriate local people, minimise the requirements of people attending various meetings and to ensure wide distribution of information.

- Lack of Commercial and Residential Accommodation

The need to have increased office space, short term accommodation and residential facilities continues to be a priority for the community. The Trust is working with Government Departments, local organisations and service delivery priorities to address office space in Borroloola through the construction of a Business Hub. Additional to this, there is ongoing concern from the community in relation to the lack of available housing for local working people. Most local employers provide housing to non-local employee's however this opportunity is not provided to local people.

- Land Tenure for Economic Activities

Northern Territory Government is negotiating with the Northern Land Council in relation to land tenure issues within the Borroloola Township. Land tenure however, continues to be an issue for outstation communities wishing to establish and economic base on outstations.

- Need for Support on Community Development Programs.

Consultation reinforced the need identified in 2010 planning for a wide range of community support including:

- co-ordination of local activities including meetings facilitated by visitor to minimise ongoing impacts on local representatives to attend numerous uncoordinated meetings which does not allow certain members of the community
- improved communication of local activities to assist with facilitation of increased participation
- increased awareness and access to funding opportunities
- co-ordination of cross government, Not-for-profit and private sector responses to local needs
- development of Social Enterprises that can support community needs such as a community bus, internet cafe/facility, tourist information
- services that provide family support and life skills programs including: shopping and meal preparation, money management, family values, domestic violence support, parenting and child care advice.

Some of these services would ordinarily be expected of a local government appointed Regional Community Development Officer.

### **4.3 Identified Community Needs**

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

The table also provides a summary of the ideas arising from the community either expressed in their words or as interpreted by the Project Officer. Many of these identified community needs have already been captured in the 2011 Annual Plan and the Project Officer continues to work to support the achievement of needs.

## Enterprise and Job Creation

<i>Identified need</i>	<i>Preliminary ideas</i>	<i>Consultation/s period identified</i>
<p>To support local people to get started in business in order to make the most of the opportunities that people can see coming.</p> <p>They need support to develop their capability as business managers and help in planning and establishing a new business.</p>	<ul style="list-style-type: none"> <li>• Support the development of new business concepts that will work towards the establishment of new local enterprises.</li> <li>• Work with Government departments to identify suitable avenues to support the development of business concepts.</li> <li>• Establish a mentoring program that can assist local business and new employees to gain and sustain employment locally.</li> <li>• Provide programs to support future industry/business opportunities.</li> </ul>	<p>2010/11, 2011/12</p> <p>2011/12</p>

## Environment

<i>Identified need</i>	<i>Preliminary ideas</i>	<i>Consultation/s period identified</i>
<p>Support for existing environmental activities within the region</p>	<p>Town beautification project (already subject to a Trust grant).</p> <p>Support for the implementation of aspects of the Barni-Wardimantha Awara Report as a Caring for our Country initiative.</p> <p>Establish a working relationship with Territory Natural Resource Management to jointly look at opportunities for the region</p>	<p>2010/11, 2011/12</p> <p>2011/12</p>

## Education

<i>Identified need</i>	<i>Preliminary ideas</i>	<i>Consultation/s period identified</i>
<p>Options for young people to re-engage within an education/training environment.</p> <p>These young people need something that will help them learn and get jobs.</p>	<p>Re-engagement program to assist young people with understanding how to function within a learning environment. Eg. Transition program for re-engaging youth.</p> <p>Alternative Education Program to be piloted for up to 3 years</p>	<p>2011/12</p> <p>2010/11, 2011/12</p>

Lack of suitable accommodation to support young people currently in school to continue in education or for young people in the region to reside whilst attending education.	Establishment of a Youth/Student Hostel for young people participating in education and training.	2010/11, 2011/12
Increased school attendance and retention within education and training programs by providing support to parents and students.	Programs that support parents to ensure all school age children regularly attend school.  Homework/After School Care program	2010/11, 2011/12

### Social and Community Development

<i>Identified need</i>	<i>Preliminary ideas</i>	<i>Consultation/s period identified</i>
A broad range of needs were identified but the major barrier to getting any action was to have someone in Borroloola that can help get these needs addressed.	Regional Community Development role/s for 1-3 years with specific focus identified through consultations.	2010/11, 2011/12
To get the Sports and Community Centre built where it is accessible to the community and to let the community know what is happening with it.	Concept Design Project to support the establishment of the indoor sport/community centre and complementary infrastructure ensuring extensive community consultation (already subject to an in-principle grant approval)	2010/11, 2011/12

### Health

<i>Identified need</i>	<i>Preliminary ideas</i>	<i>Consultation/s period identified</i>
Increased activity to reduce women's health issues.  Improved access to dental services	In conjunction with Borroloola and Robinson River Health Clinics, approach NT Family Planning to develop a visiting program.  Access to dental chair in regional centres restricts access to Borroloola dental service. Consider options of dental chairs across the Gulf region	2011/12



## Culture and Art

<i>Identified need</i>	<i>Preliminary ideas</i>	<i>Consultation/s period identified</i>
A cultural centre that can be used by the elderly and help educate other about culture and for tourist to visit.	Work with Mabunji and Waralungku Arts to continue the development of facilities and activities.	2010/11, 2011/12
To support the sustainability of local celebratory events such as Boonu Boonu Festival and NAIDOC Celebrations.	Help with future planning to ensure these events can continue (already subject to a Trust grant).	2010/11, 2011/12

## 5 Submissions And Outcomes 2010/2011

The following details Funding Applications and their outcomes for 2010-11. This list does not include projects approved in prior years which are continuing.

Category for action	Grant Recipient	Purpose	Amount	Outcome	Project Mgt & Reporting Requirements
Social and community development	Roper Gulf Shire Council	Develop a multi-purpose community facility	\$1,000,000	In principle agreement	
Social and Community development	Borroloola Amateur Race Club	Purchase 3 new bucking chutes	\$23,450	Approved	Quarterly
Enterprise & Job Creation	Mabunji - Little River Youth Diversion Program	Create a Juvenile Diversion/Life skills program for 13-16 y/o.	\$33,906	Approved	Quarterly
Enterprise & Job Creation	Waanyi Nation Aboriginal Corp - McArthur River Machine Hire	Develop a viable business concept to enable contracts at MRM to proceed along with other contract opportunities	\$40,000	Approved	Quarterly
Enterprise and job creation	Mabunji Aboriginal Resource Centre	Funding to replace existing perimeter fencing around the Wunala Creche	\$47,544	Approved	Quarterly
Culture & Art	Mabunji Aboriginal Resource Association Inc.	Funding for NAIDOC Celebrations 2010/11	\$5,000	Approved	Quarterly
Social & Community	King Ash Bay Fishing Club	Rebuild of ablution facilities	\$400,000	Not supported	

Environment	Mabunji Aboriginal Resource Association Inc.	Engagement of consultant to undertake design plans for Borroloola Beautification	\$26,940	Approved	Quarterly
Education	DET and Borroloola Community Education Centre	Strong Start, Bright Futures <ul style="list-style-type: none"> <li>- address school attendance and participation in education</li> <li>- Providing a pool of skilled local residents for employment</li> <li>- Building a Frequent Attenders Program</li> </ul> Implementation over three years	\$1,006,000	Approved	6mthly
Enterprise & Job Creation	McArthur River Mine	MRM Indigenous Training and Employment Strategy	\$599,087	Approved	6mthly
Environment	li-Anthawirriyarra Sea Ranger Unit	Vehicle purchase and operational costs for 3 years	\$160,124	Approved	6mthly
Culture & Art	Mabunji – Waralungku Arts	London Art Exhibition and Marketing	\$50,000	Approved	Quarterly
Culture & Art	Mabunji Aboriginal Resource Association Inc.	Funding support for the Boonu Boonu/NAIDOC Festival 2011	\$25,000	Approved	Quarterly
Culture & Art	Barkly Regional Arts Inc.	Borroloola and McArthur River Song People Sessions – Indigenous cultural maintenance and language preservation project promoting collaboration between traditional and contemporary music.	\$79 288	Approved	Quarterly

## 6 Proposed Activities In Furtherance Of The Commitments

Priorities for 2011/2012 have been considered based on work to date on 2010/11 priorities and the continued community support through the consultation process to achieve these priorities, the identified concerns and needs of the community, the resources and funding available, the preliminary ideas have been evaluated and priorities recommended based on all commitments for the Trust. These priorities will be the focus of activity for the Project Officer.

The priorities are described as follows.

Commitments	Priority
<p>Establishment of a Borrooloola-based business hub</p> <p>Enterprise and job creation</p>	<p>Continue to work towards the establishment of a Business Incubator office through which economic support services and development programs are provided, particularly focused on establishing or developing local businesses to support the planned infrastructure development in the region. This initiative was commenced in 2010/2011 and has made good progress to date. The aim for 2011/2012 is to:</p> <ul style="list-style-type: none"> <li>- Select a commercial partner for the development of the commercial building</li> <li>- Finalise foundation tenancy agreements</li> <li>- Develop the strategy for service provision</li> <li>- Progress development planning for the building to the extent that the first sod of soil is turned.</li> </ul>
<p>Environment</p>	<p>Support for the implementation of aspects of the Barni-Wardimantha Awara Report as a Caring for our Country initiative.</p>
<p>Education</p>	<p>Continue to support the establishment of a Youth or Student Hostel for young people participating in education and training. This initiative was commenced in 2010/2011 and to date, a preferred site has been selected by the community. The aim for 2011/2012 is to:</p> <ul style="list-style-type: none"> <li>- Liaise with the Australian Government for financial and management support.</li> <li>- Identify a partner to develop and manage the hostel.</li> <li>- Progress development planning for the building.</li> </ul>
<p>Social and community development</p>	<p>Establish necessary infrastructure or support services associated with the Alcohol Management Plan's implementation.</p> <p>Progress the establishment of a Multi-Purpose Centre that can be utilised in the community for a range of activities including sports, meeting place, community functions and activities. This initiative was commenced in 2010/2011 and to date, a draft concept has been prepared and a preferred site selected. The aim for 2011/2012 is to:</p>

Health	Identify and secure a service delivery organisation that can establish a Women's Health Program for the region.
Culture and Art	Utilise existing or planned infrastructure to support the provision of cultural education facilities and art forms on a sustainable commercial basis. The aim is to help retain and respect the traditional Indigenous culture for the four language groups represented in the region. The particular focus is on educating youth, providing services to visitors and cross cultural training for new employees to the region.
MRM target of 20% workforce participation	Support for MRM Indigenous Pathways to Employment Strategy
One new local business per annum to supply a product or service to the mine	Provide support for the business planning and establishment of a new business to be identified based on mine procurement needs.

As noted above, work to date by the Project Officer in relation to a number of these priorities will continue. Suitable potential land options for the Business Hub, Student Accommodation and Multi-Purpose Centre have been identified through community consultations providing the Project Officer with a sound basis to move these projects forward.

As indicated in previous years, it is recognised that achieving all priorities will rely upon:

- Sourcing suitable proponents from either within or outside the community
- Addressing the identified constraints in terms of commercial and residential accommodation and vacant land
- Coordination with all levels of Government to harness the full benefit of funding programs and support services available.

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

Both the Northern Territory Draft Borroloola Local Implementation Plan and the Roper Gulf Shire Council Business Plan 2011-2012 make reference to activities of the Trust and these potential partnerships will be pursued further. In particular, the expressed need for a Regional Community Development officer will be raised in the context of the Council's strategic planning process.

Appendix A maps these priorities and needs back to the vision for the community and demonstrates a direct alignment with the path required to achieve long term objectives.

## 7 Key Performance Indicators

The following key performance measures have been identified through the various Trust documents in relation to reporting responsibilities. These indicators will be used to measure the 2011/2012 performance of the MRM Community Benefits Trust.

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

## Financial Position

The Trust has a significant surplus of unallocated funds from the 2011 financial year which is available for commitments in 2012.

Position as at 5 June 2011	\$
Cash-at-bank	\$4,410,976
Less approved grants for 2010/11 noted in Board minutes as having received approval (as detailed in the table below)	\$2,777,824
Net funds available	\$1,633,152

The true position however, takes into account the annual investment by MRM.

Based therefore on current commitments, cash-at-bank and forward obligations, the calculated cashflow position for the next year is as follows.

Cash flow position	2011/2012
Cash-at-bank (5 June)	\$4,410,976
MRM annual investment (November 2011)	\$1,350,000
<b>Total income</b>	<b>\$5,760,976</b>
Malandari Partnership – Borrooloola Bulk Discounts	(\$543,000.00)
Roper Gulf Shire – Sport and Community Centre	(\$1,000,000.00)
Mabunji Aboriginal Resource Assoc. Wunala Creche	(\$4,754)

Little River Youth Diversion Program	(\$26,047)
Waanyi	(\$20,000)
Borrooloola Amateur Race Club	(\$11,275)
Il-Anthawirriyarra Sea Rangers	(\$49,717)
Australian Institute of Company Directors	(\$4,922)
Roper Gulf Shire Council – Borrooloola Pool Maintenance	(\$40,000)
Mabunji Aboriginal Resource Assoc – Waralungku Arts Centre	(\$44,500)
Mabunji Aboriginal Resource Assoc – Borrooloola Beautification Landscaping	(\$26,940)
Department of Education and Training	(\$1,006,000)
Community and Indigenous Directors travel reimbursement	(\$1,667)
Total commitments	(\$2,777,824)
<b>Balance</b>	<b>\$2,984,152</b>

Note: This table does not take into consideration interest earned on the funds invested.

### Financial and Non-financial Contributions

As required under section 10.3(b) of the Agreement between MRM and the Northern Territory Government for the establishment of the MRM Community Benefits Trust, the following provides details in relation to MRM's financial and non-financial contributions for the financial year 2010-11.

### Financial contributions - 1 July 2010 to 31 May 2011

Item	Description	Cost (\$)
Annual commitment	MRM's annual contribution to the Trust	\$ 1,350,000
Board travel costs	Flights for local directors from MRM to Darwin return	\$9,000
<b>Total</b>		<b>\$1,359,000</b>

In addition, MRM has covered the cost of \$4,802 associated with material development for the Annual Plan, Annual Review, Summary Brochure and Poster for the 2010 financial year. As a cost incurred on behalf of the Trust, Board approval will be sought for a refund to MRM of this amount in the same way that the Trust has covered the cost of preparing the Annual Plans for previous financial years.

### Non-financial contributions - 1 July 2010 to 31 May 2011

Item	Description	Cost (\$)
Community Relations Officer MRM	Approximately 15% of working hours Assisting in planning of meetings and engaging local Directors to attend Participating in the Allocations and Investment and accepting and reviewing grant applications in support of Project officer Deliver Trust materials to local Directors	\$30,000
Meeting Support	Catering for Trust meetings held at MRM Telephone costs associated with teleconferences hosted by MRM Providing office accommodation in Borroloola for Project Officer including telephone access(18 days for 6 months) Provision of flights for directors to attend the Allocations and Investment Committee (AIC) from MRM - DRW	\$1,200
Project Officer	Undertaking the Project Officer role July 2010 to May 2011 Work undertaken for the Annual Plan Airmiles and accommodation at MRM supporting visits to community	\$115,185 \$1,229 \$12,060
Marketing Support	Design of Trust Collateral - Annual Plan Summary Poster, Brochure of Summary of Annual Plan, Application Form, Guidelines - D10 Creative Copy writing, sourcing images and design and print coordination of Trust Collateral (Annual Plan Summary and Poster) - Rowland	\$2,853 \$7,413
<b>Total</b>		<b>\$169,940</b>

These tables illustrate that MRM has committed support with a total value in excess of \$178,940. This is an addition to the annual contribution of \$1.35 million, bringing the total value of the contribution to around \$1.5 million.



## 8 Operational Plan

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

<b>GOVERNANCE</b>		
<b>Action</b>	<b>Who</b>	<b>Timing</b>
MRM to pay annual installment of \$1,350,000 in advance to Trust Fund	MRM to Trustee	31 October 2011
Quarterly meeting of Trustee Directors	Board	Quarterly
Foundation, Indigenous and Community Members to have notice of each quarterly meeting	Secretariat	Generally
Appoint new Directors as required	Board	As required
MRM 6 monthly report of its financial and non-financial contributions	MRM to NTG	Q2; Q4
Allocation and Investment Committee to meet to review submissions	Committee	Quarterly
Audited financial accounts	Secretariat	15 October annually
Administration and growth of the Trust investment funds	Secretariat	Ongoing
<b>ACTIVITIES</b>		
<b>Action</b>	<b>Who</b>	<b>Timing</b>
Table an income and expenditure report on the financial position of the Trust at each Board meeting	Secretariat	Quarterly
Prepare contracts for each grant committed within one month of Board approval.	Secretariat	Quarterly
Carry out Secretariat duties as required, including processing correspondence, preparing meeting notices, agendas and minutes.	Secretariat	Ongoing
Circulate approved minutes of Board meetings within one month of the meeting date	Secretariat	Quarterly
Develop Action Plan to address priorities identified by Annual Plan 2011 including deadlines for applications and meeting timetables	Project Officer	August 2011
Proactively seek submissions from potential proponents for priority programs	Project Officer	Ongoing
Identify new initiatives or grant programs relevant to the Trust objectives, which may be an additional source of financial or non-financial resources	Project Officer	Ongoing
Support and assess grant submissions and make recommendations to the Allocation and Investment Committee as per the Submission Review Process	Project Officer	Quarterly

**ENGAGEMENT**

<b>Action</b>	<b>Who</b>	<b>Timing</b>
Implement community communication plan, including a process to publicise approved projects, significant outcomes, and the Trust charter	Project Officer	Ongoing
Ongoing review Community Members list, update if required, and seek new Community Members if appropriate	Project Officer	Ongoing
Review Indigenous Members list, update if required, and seek new Indigenous Members if appropriate	Project Officer	Ongoing
Continuation of program of regular visits to the region for meetings with stakeholders	Project Officer	Ongoing
Formal consultation program supporting the development of the Annual Plan 2012	Project Officer	Mar-May 2012
Review and update list of new initiatives or grant programs relevant to the Trust purpose, and develop a process for leveraging relevant initiatives or grant programs to assist in the achievement of Trust objectives	NTG	Quarterly

**MONITORING AND PLANNING**

<b>Action</b>	<b>Who</b>	<b>Timing</b>
Liaise with all grant proponents to receive regular reports as required under the reporting schedule	Project Officer	As scheduled
Review of performance of 2010/2011 Annual Plan	MRM, NTG & Trustee	By 30 Sept. 2011
Annual Review of Trust's 2010/2011 activities	Trustee	By 30 Sept. 2011
Annual Review of MRM's 2010/2011 performance of obligations	MRM & NTG	By 30 Sept 2011
Trustee to report on Reviews	Trustee to MRM & NTG	By 31 Dec 2011
Prepare Annual Plan for 2012/2013	Project Officer	Q4
Trustee to submit Annual Plan for 2011/12 to MRM & NTG	Project Officer	Q4

## **9 Roles And Responsibilities**

### **Project Officer**

Objectives of the Project Officer role:

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

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

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

### **Secretariat**

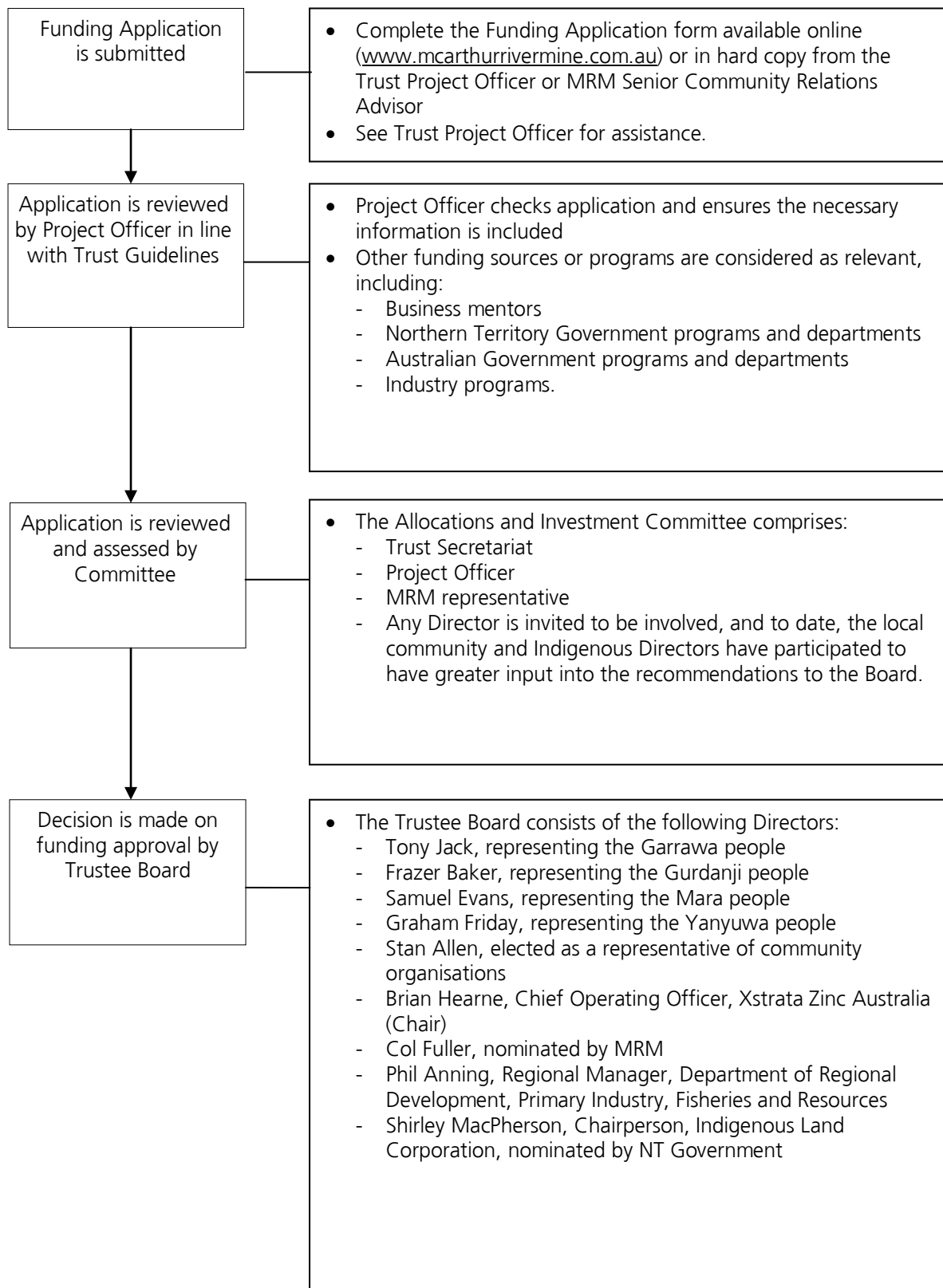
The Secretariat has the following duties:

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

## Funding Application Review Process

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

### Review Process



## Appendix A: Summary of Community Development Planning 2011/2012

### ENTERPRISE DEVELOPMENT AND JOB CREATION

Target for 2027	What we have to do to achieve this	Identified Needs for 2011/2012	Context and constraints	2011/2012 Priority
Above national average employment levels	Support the diversification of the local economic base to build new business and employment opportunities	<ul style="list-style-type: none"> <li>• Support the development of new business concepts that will work towards the establishment of new local enterprises.</li> <li>• Work with Government departments to identify suitable avenues to support the development of business concepts.</li> <li>• Establish a mentoring program that can assist local business and new employees to gain and sustain employment locally.</li> <li>• Provide programs to support future industry/business opportunities.</li> </ul>	<p>Significant infrastructure investment in Borroloola providing immediate opportunities for new business or business expansion.</p> <p>Territory Growth Town planning underway.</p> <p>Availability of commercial and residential accommodation now identified.</p>	Establish a Business Incubator office through which economic support services and development programs are provided, particularly focused on establishing or developing local businesses to support the planned infrastructure development in the region.
Sustainable average of 20% Indigenous workforce participation at	<p>Improve retention and development of Indigenous trainees</p> <p>Continue to take in</p>	MRM Indigenous Employment and Training program		MRM Indigenous Employment and Training program

MRM	20 trainees per annum			
Increase local procurement	Increase local procurement by MRM	Identify procurement needs		Provide support for the business planning and establishment of a new business to be identified based on mine procurement needs.

## ENVIRONMENT

Target for 2027	What we have to do to achieve this	Identified Needs for 2011/2012	Context and constraints	2011/2012 Priority
Sustainable environment preserved and celebrated Environment	Support the health of the McArthur River and Gulf	<p>Support for the implementation of aspects of the Barni-Wardimantha Awara Report as a Caring for our Country initiative.</p> <p>Establish a working relationship with Territory Natural Resource Management to jointly look at opportunities for the region</p>	The il-Anthawirriyarra Sea Rangers/Mabunji have received \$192,500 over two years under the Federal Government's Indigenous Protected Areas program for the Barni-Wardimantha Awara project.	Support for the implementation of aspects of the Barni-Wardimantha Awara Report as a Caring for our Country initiative.

## EDUCATION

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

## SOCIAL AND COMMUNITY DEVELOPMENT

Target for 2027	What we have to do to achieve this	Identified Needs for 2011/2012	Context and constraints	2011/2012 priority
<p>Safe community that offers a standard of living and lifestyle equivalent to recognised major regional centres.</p>	<p>Support the implementation of the Alcohol Management Plan and associated services</p> <p>Support the establishment of new community facilities providing entertainment and healthy lifestyle options</p>	<p>Regional Community Development role/s for 1-3 years with specific focus identified through consultations.</p> <p>To get the Sports and Community Centre built where it is accessible to the community and to let the community know what is happening with it.</p>	<p>The provision of the Regional Community Development role is typically a responsibility of local government. A submission will be made to the Roper Gulf Shire Council consultation process on its strategic plan to propose the engagement of this officer.</p> <p>Alcohol Management Plan for Borroloola yet to be finalised and implemented.</p>	<p>Establish necessary infrastructure or support services associated with the Alcohol Management Plan's implementation.</p> <p>Progress the establishment of a Multi-Purpose Centre that can be utilised in the community for a range of activities including sports, meeting place, community functions and activities.</p>



## HEALTH

Target for 2027	What we have to do to achieve this	Identified Needs for 2011/2012	Context and constraints	2011/2012 priority
Above national average key health indicators Health	<p>Have a clearer understanding of the health needs across the region</p> <p>Support the provision of specialist medical services to address high needs</p>	<p>Increased activity to reduce women's health issues.</p> <p>Improved access to dental services</p>		<p>Identify and secure a service delivery organisation that can establish a Women's Health Program for the region.</p>

## ART AND CULTURE

Target for 2027	What we have to do to achieve this	Identified Needs for 2011/2012	Context and constraints	2011 priority
<p>Borroloola to be a centre for Indigenous arts and culture for the Roper Gulf region</p>	<p>Sustainable projects/ programs that support the retention of Art and Culture across the region to the next generation</p> <p>Make cultural education an important part of welcome to the region</p>	<p>A cultural centre that can be used by the elderly and help educate other about culture and for tourist to visit.</p> <p>To support the sustainability of local celebratory events such as Boonu Boonu Festival and NAIDOC Celebrations.</p>	<p>The design of the multi-purpose community hub (that has already received in principle support from the Trust) could incorporate a meeting place that could be used for cultural education purposes.</p>	<p>Utilise existing or planned infrastructure to support the provision of cultural education facilities and art forms on a sustainable commercial basis. The aim is to help retain and respect the traditional Indigenous culture for the four language groups represented in the region. The particular focus is on educating youth, providing services to visitors and cross cultural training for new employees to the region.</p>