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McArthur River Mine  
**Community  
Benefits Trust**

ANNUAL REVIEW  
*2008 and 2009 Financial Years*

30 September 2009

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## Executive summary

In the first two years since the establishment of the McArthur River Mining Community Benefits Trust, considerable action has been taken to begin delivering social and economic benefits to the Borroloola regional community.

This Annual Review provides a summary of the Trust's activities during the 2008 and 2009 financial years. It includes the governance and planning initiatives undertaken to consult within the community about the long term vision for the region and priorities for the Trust. It also provides substantial information on the specific grant programs supported during the period.

The Trust is committed to supporting programs that will generate employment, training and enterprise development through MRM's mining operations and the wider community. As a charitable trust, it is also committed to delivering a community-based package of social and economic programs benefiting: enterprise and job creation, environment, education, social and community development, health, culture and art.

In total, 18 grants valued at \$3,556,894 have been approved and ranged in value from \$5,000 to \$618,000. Of these projects:

- 11 projects representing 70.3% of funding have targeted enterprise and job creation objectives as one of the key drivers of regional growth
- Education is the second largest area of investment with 2 significant programs representing 20.5% of the total funding
- The remaining projects target environmental, health and art and culture objectives.

Importantly, reports from grant recipients demonstrate that tangible and substantial benefits are beginning to flow from these grant projects across the Borroloola, Robinson River and King Ash Bay communities. The key outcomes to date are:

- An estimated **78 local Indigenous residents** undertaking or planned to undertake nationally-accredited training
- A further **7 new full time jobs** created
- **4 local businesses** directly benefitting from significant investments in their assets and resources
- Improved sustainability of **3 popular arts and culture facilities and events**
- **32 school students** participating in work experience and vocational education training.

When tested against commitments and key performance indicators established under the Trust Deed and the Trust's own Annual Plan for 2009, what is also clear is that the priorities declared by the community are being targeted and addressed.

The efficient management of the Trust and non-financial contributions by MRM and NTG through the provision of the Secretariat and Project Officer respectively, is also ensuring that the majority of funding received is being directed back into the community.

To date, MRM has met its funding commitments with \$4,050,000 invested and of this, 87.8% has been committed to grant programs. Less than 1% has been expended on operational costs.

The MRM Community Benefits Trust has had a strong start.

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# 1. MRM Community Benefits Trust

On 4 July 2007 McArthur River Mining (MRM) and the Northern Territory Government entered into an agreement to establish the McArthur River Mining Community Benefits Trust (the Trust) as a vehicle for delivering social and economic benefits to the Borroloola regional community.

## 1.1 Objectives

The Trust aims to:

- Facilitate ongoing sustainable development of the community and the region including community capacity building 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 on the community and the region as far as is reasonably practical
- Create jobs and training opportunities.

## 1.2 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.

## 1.3 Trust funding

The total value of MRM's commitment is in the order of \$32 million over the life of mine, which is estimated to be up to 2027.

MRM will invest \$1.35 million per annum into the Trust for the Initial Period of the Agreement of eight years to October 2013. After this, the annual contribution will be \$1.25 million per annum, increased in line with CPI, for the remaining life of the mine. These payments are made in advance of each financial year.

The Trust can also raise money to support community programs through other sources such as grants from the Australian or Northern Territory Governments.

## 1.4 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.

## 1.5 Trustee Board

The Trustee Board comprises nine Directors whose roles are to manage the Trustee company's business and affairs, authorise payments and appoint supporting officers. The Board members as at 30 June 2009 are:

- Two directors nominated by MRM:
  - o Brian Hearne, Chief Operating Officer, Xstrata Zinc Australia (Chair)
  - o Col Fuller
- Two directors nominated by Northern Territory Government:
  - o Phil Anning, Regional Manager, Department of Regional Development, Primary Industry, Fisheries and Resources
  - o Shirley MacPherson, Chairperson, Indigenous Land Corporate
- One director elected by Community Members
  - o Stan Allen
- Four directors representing Indigenous Members:
  - o Tony Jack, Mayor, Roper Gulf Shire Council
  - o Frazer Baker, Chairperson, Mabunji Aboriginal Resource Association and Councillor, Roper Gulf Shire Council
  - o Samuel Evans
  - o Graham Friday

The Trustee Board met five times in FY08 and twice in FY09.

## 1.6 This report

This is the Trust's inaugural Annual Review and covers its first two financial years of operation – July 2007 to June 2008 (FY08) and July 2008 to June 2009 (FY09). For the sake of completeness, the report includes the outcomes of the August 2009 Board Meeting.

All subsequent reports will be produced on an annual basis.

As required under the Trust Deed, this Annual Review includes:

- A summary of the Trust's activities
- The financial position of the Trust Fund
- Details of the distributions made by the Trustee for that Financial year and the projects to which the distributions relate
- Impact on regional development, new jobs and community infrastructure.

## 2. Trust activities

### Governance

During the Trust's first year of operation (FY08), the initial priority of the Board was to establish its governance structure and systems to support operations.

This included:

- Appointing the Board Chair, Secretary and Project Officer as key Trustee positions and the external auditor (Ernst & Young) to ensure financial accountability
- Developing the investment strategy for holding the funds contributed by MRM
- Inviting applications from community organisations to become Community Members of the Trust and confirming their selection and participation in planning forums
- Managing the election of a Community Member representative to the Board of the Trust
- Providing the five local Borroloola-region Board Members with director training, particularly focusing on the duties and responsibilities of a company director (funded by the Northern Territory Government Department of Business and Employment under its Indigenous Business Redevelopment Program)
- Establishing internal systems for reporting and the review and assessment of grant submissions.

### Annual Plan development

In the second half of FY08, the Trust's inaugural Annual Plan was developed. This outlines the priorities and funding commitments for the year ahead and is developed in consultation with the community, government, and advisory committees.

As the inaugural plan, considerable emphasis was placed on working with the community to develop a vision for the region to help guide the Trust's focus and ensure action taken helps achieve long-term objectives.

The community engagement program involved:

- Over 52 personal meetings with representatives of community organisations, residents, business proprietors and government officers
- A workshop with representatives of the Community Members
- A second workshop with the MRM Community Reference Group.

The resulting Annual Plan for FY08 included the development of a Draft 20-Year Regional Plan which incorporates:

- A vision: To be a vibrant, thriving, healthy region by 2028
- Baseline data: key demographic, social, health and economic statistics which set benchmarks for the community in 2008 and will form the basis for assessment on improvements in the future
- Priority actions 2008 to 2013: the programs the Trust should seek to fund first
- Priority actions post-2013: what the Trust needs to put in place post-2013 (or earlier if funding is available) to achieve the vision
- Milestone targets: how the Trust will know it is achieving the vision.

The Annual Plan was reviewed and updated in FY09.

## Grants committed

The first round of grant applications were approved in February 2008, just seven months after the Trust was established.

Since then, a total of \$3,556,894 has been approved for 18 community projects. Of these projects:

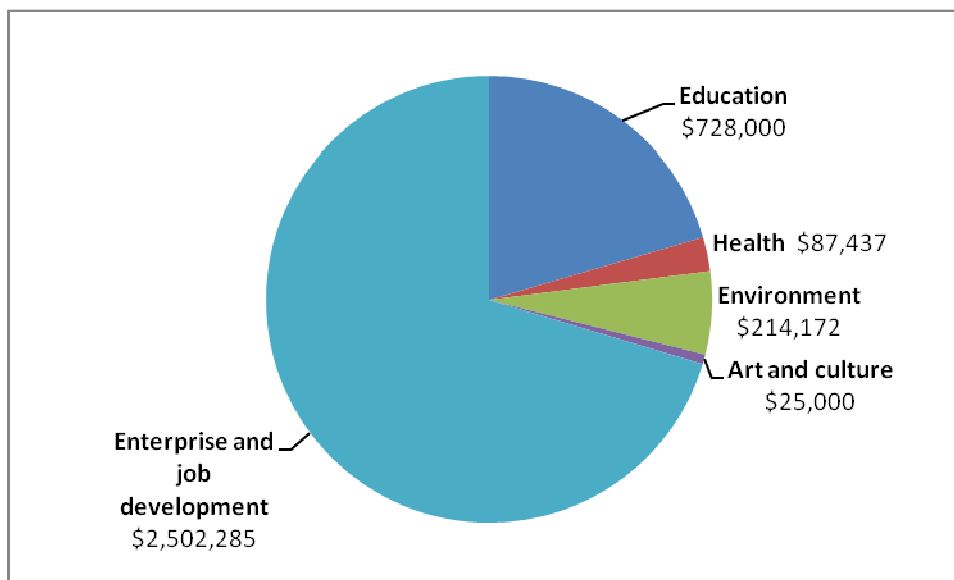
- The majority have targeted enterprise and job creation with 11 grant projects representing 70.3% of the total grants
- 2 are encouraging education benefits representing 20.5% of the total
- 1 supports an environmental program (6.0%)
- 2 have an impact on improved health (2.5%) although 2 other programs will also indirectly provide health benefits
- 2 are developing art and culture (0.7%).

In addition, in principle agreement has been provided for a grant of up to \$1 million to support the development of a multi-purpose indoor sports and recreational facility by the Roper Gulf Shire. This grant is subject to further information and funding from other sources.

Through these grants a range of organisations representing Indigenous business and community groups, charitable organisations and private enterprise have been assisted.

This significant investment has been shared across the region. The majority of funding has been directed to the Borrooloola and Robinson River communities and one project benefits King Ash Bay.

*Grants approved in FY08 and FY09*



Interestingly, the total value of the programs supported by the Trust was over \$14,997,551. This is after taking into consideration other sources of funding such as Australian and Northern Territory Government grants and the proponents' own contributions.

### 3. Financial position

A summary of the position based on financial statements as at 31 July 2009 and the decisions made at the 8 August 2009 Board meeting was as follows.

Summary financial position	\$
MRM investment received	\$4,050,000
Interest earned	\$297,551
Grant payments issued	(\$1,025,552)
Operating expenses	(\$32,953)
Grants approved and to be dispersed	(\$2,531,342)
Balance	\$757,704

Importantly, what this summary shows is that:

- MRM has met its funding commitments since the formation of the Trust
- 87.8% of the funds received from MRM have been committed to approved grant programs
- Less than 1% of the grant funding has been spent on administration expenses showing that the maximum amount of funding available is directed back to the community
- The non-financial support provided by both MRM and NTG through their provision of the Secretariat and Project Officer respectively has reduced the cost base for the operations of the Trust
- There is a prudent cash balance remaining which, in addition to the 2010 investment by MRM of \$1.35 million provides a sound position for future commitments.

#### Distributions

As previously indicated, grants with a total value of \$3,556,894 have been approved. Of this amount, \$1,025,552 has been dispersed. The remainder is committed and the payments are subject to:

- Execution of grant funding agreements with the proponents for the round of grants approved in August 2009
- Conditions set under the funding agreements for those projects that span several years and for which future payments are dependent on performance reviews
- Confirmation of plans to proceed for two of the programs.

A summary of all the grants approved is provided in the following table. Detailed reports on all grant programs which had commenced or been completed during the review period are provided in Appendix 1.



Grants approved and funding position

Project partner/s	Project name	Focus	Grant value	Date approved	Project funded	Funding committed	Status	Project description	Summary outcomes
Borrooloola School (then known as the Community Education Centre)	Vocational Education and Training Centre	Education	\$110,000	February 2008	May 2008	\$110,000	Project completed	<ul style="list-style-type: none"> <li>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</li> <li>Grant funding supported the installation of equipment and fit-out of the building.</li> </ul>	<ul style="list-style-type: none"> <li>Improved student participation in school activities</li> <li>Greater student educational choices</li> <li>Helping secondary students achieve nationally-accredited qualifications and secure jobs after graduating from school</li> <li>10 students undertook <i>Certificate 1 in Hospitality</i>.</li> <li>10 students undertook <i>Certificate 11 in Engineering (Welding)</i>.</li> </ul>
Mabunji Wunala Crèche	Children's toilet facilities	Health	\$11,275	February 2008	August 2008	\$11,275	Project completed	<ul style="list-style-type: none"> <li>Provide necessary ablution facilities to ensure the health and wellbeing of the children while in care.</li> </ul>	<ul style="list-style-type: none"> <li>Improved the health, wellbeing and self esteem of up to 18 Borrooloola infants in care in the town's crèche</li> <li>Peace of mind for parents to continue to place their child in a crèche and earn income from work.</li> </ul>
The Smith Family	Learning for Life Indigenous Programs in Borrooloola	Education	\$618,000	May 2008	October 2009	\$150,000	To be paid over three-years subject to performance reviews	<ul style="list-style-type: none"> <li><i>Breakfast with a Mentor</i> program</li> <li>Work observation and work placements</li> <li>Celebration of the new school building opening</li> <li><i>My time mentoring</i> program</li> </ul>	<ul style="list-style-type: none"> <li>Increasing participation in <i>Breakfast with a Mentor</i> program from 30% in Term 1 to 46.5% in Term 2 is helping to improved secondary school attendance</li> <li>12 students secured work placements within local community businesses to help transition students from school to work</li> <li>Improved student health and wellbeing with around 80 people attending the hot breakfast event</li> <li>Greater parent involvement in the school as mentors and carers to encourage active talking and listening to children.</li> </ul>
Borrooloola Amateur Race Club (BARC)	New rodeo chutes	Art and culture	\$20,000	May 2008	October 2008	\$19,910	Project completed	<ul style="list-style-type: none"> <li>Contribute to the sustainability of the area's culture</li> <li>Replace chutes which were 30 years old, in poor condition and dangerous to stock and competitors</li> </ul>	<p>Enabled BARC to:</p> <ul style="list-style-type: none"> <li>Continue to host the biggest event in the southern gulf — the annual Borrooloola Rodeo, Gymkhana and Campdraft</li> <li>Secure ongoing income through the lease of its grounds to other rodeos and pastoralists.</li> </ul>

Project partner/s	Project name	Focus	Grant value	Date approved	Project funded	Funding committed	Status	Project description	Summary outcomes
Greenlip Enterprises	Aviation training	Enterprise and job creation	\$36,120	May 2008	October 2008	\$36,120	Project completed	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Richard obtained a commercial helicopter licence (CPL H) and a Certificate IV in Transport and Distribution (Aviation Flight Operations – Helicopter)</li> <li>Employment secured with Airborne Solutions</li> <li>Winner of the award for Aboriginal and Torres Strait Islander Student of the Year in the 2009 NT Training Awards and now finalist in the national awards program.</li> </ul>
Mungoorbada Aboriginal Corporation	Purchase of a concrete agitator	Enterprise and job creation	\$90,000	May 2008	August 2008	\$90,000	Project completed	<ul style="list-style-type: none"> <li>Build a sustainable local operation that will give the community the resources it needs to conduct maintenance and construction activities.</li> </ul>	<ul style="list-style-type: none"> <li>Assisted the community's Civil Construction Team to secure \$1.2 million in new work, and bid for future work in the region and in so doing, create more local jobs and improved training opportunities</li> <li>Trained 6 people to gain a heavy vehicle licence to operate the agitator</li> <li>Provided resources to allow the Team to bid for work such as an \$850,000 project under the Federal Government's Building Education Revolution stimulus package</li> <li>Provided the community with the resources to develop building foundations, assist with regional construction programs and transport heavy items, such as sand and topsoil to the school and community.</li> </ul>
Mungoorbada Aboriginal Corporation	Purchase of a concrete batching plant and wide-span-shed	Enterprise and job creation	\$70,000	May 2008	October 2008	\$70,000	Project completed	<ul style="list-style-type: none"> <li>Expand the potential business opportunities serviced by the Civil Construction Team.</li> </ul>	
Mungoorbada Aboriginal Corporation	New community store	Enterprise and job creation	\$145,960	May 2008	December 2008	\$145,960	Project underway	<ul style="list-style-type: none"> <li>Develop a new community store to replace the aging existing shop which has poor refrigeration capabilities and lacks space for growth.</li> </ul>	<ul style="list-style-type: none"> <li>Plans to engage around 10 local tradespeople part-time in construction</li> <li>Once the store is completed it is expected to: <ul style="list-style-type: none"> <li>Provide essential services to improve the lives of the local Indigenous people and help develop the remote Indigenous community</li> <li>Improve food security</li> <li>Improve the affordability and availability of healthy food choices.</li> </ul> </li> </ul>
Mungoorbada Aboriginal Corporation	Livestock business - goats	Enterprise and job creation	\$20,000	May 2008	October 2008	\$20,000	Project underway	<ul style="list-style-type: none"> <li>Build a fence to contain a herd of around 200 goats and protect them from dingo attack.</li> </ul>	<ul style="list-style-type: none"> <li>Helped develop a commercially sustainable business which will see live goats and goat meat exported around the globe.</li> </ul>
Mungoorbada Aboriginal Corporation	Visitor Accommodation Centre	Enterprise and job creation	\$69,462	May 2008	August 2008	\$69,462	Project completed	<ul style="list-style-type: none"> <li>Add a visitor accommodation and kitchen facility to a planned Government Business and Accommodation Centre and expand its potential uses.</li> </ul>	<ul style="list-style-type: none"> <li>Generated 4 local jobs and supported local tradespeople</li> <li>Contributed to the region's economic development by developing a facility that supports the area's tourism industry, generating ongoing employment and income benefits for the local people.</li> </ul>

Project partner/s	Project name	Focus	Grant value	Date approved	Project funded	Funding committed	Status	Project description	Summary outcomes
Mungoorbada Aboriginal Corporation	Livestock business – beef	Enterprise and job creation	\$11,000	October 2008	August 2009	\$11,000	Project completed	<ul style="list-style-type: none"> <li>Purchase 2 bulls and 10 cows for the Wandigulla Outstation to support the extension of their breeding and export business.</li> </ul>	<ul style="list-style-type: none"> <li>Once the breeding program is formally underway, bloodlines in the cattle owned by MAC will be improved</li> <li>Enables the Corporation to strengthen its prospects of developing a strong and sustainable livestock breeding and exporting business thereby generating local jobs and training opportunities.</li> </ul>
Mungoorbada Aboriginal Corporation	Three earthworks machines – grader, loader and smooth drum roller	Enterprise and job creation	\$312,400	October 2008	August 2009	\$312,400	Project completed	<ul style="list-style-type: none"> <li>Purchase heavy machinery necessary to support the expansion of the Civil Construction Team based in Robinson River and increase their business opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Created new training opportunities for local people in the region</li> <li>Helped 26 trainees secure nationally-accredited qualifications in the use of a variety of construction equipment</li> </ul>
King Ash Bay Fishing Club	Barramundi fish monitoring project	Environment	\$214,172	April 2009	To be provided funding in 2009/10 financial year	\$105,950	Two year project with \$105,950 approved for first year in April 2009	<ul style="list-style-type: none"> <li>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.</li> </ul>	<ul style="list-style-type: none"> <li>Project is only in its early stages with initial studies commenced to set-up the research program.</li> <li>The outcomes targeted are: <ul style="list-style-type: none"> <li>- Effective and sustainable management of fish stocks</li> <li>- Establishment of an educational centre to promote good fishing practices</li> <li>- Potentially lead to the establishment of a barramundi hatchery at King Ash Bay</li> </ul> </li> </ul>
National Trust of Australia (Gulf Branch)	Borrooloola Old Police Station Museum Toilet Repairs	Health	\$76,162	April 2009	To be provided in 2009/10 financial year	\$76,162	Planning underway	<ul style="list-style-type: none"> <li>Conduct necessary repairs to the museum's ablution facilities.</li> </ul>	<ul style="list-style-type: none"> <li>The project is currently being planned.</li> <li>The outcomes targeted are: <ul style="list-style-type: none"> <li>- Improved hygiene and visitor facilities</li> <li>- Improved viability of the tourism asset</li> </ul> </li> </ul>
Malandari Partnership	Acquisition of Borrooloola Bulk Discounts  (For supermarket infrastructure requirements not including the liquor operation)	Enterprise and job creation  Health	\$543,000	August 2009	To be provided funding in 2009/10 financial year	\$543,000	Project underway	<ul style="list-style-type: none"> <li>Upgrade to the supermarket security system</li> <li>Relocation of the Post Office to a separate new building</li> <li>Construction of a supermarket annexe for the sale of furniture and boat equipment</li> <li>Construction of a two bedroom accommodation unit for use by staff and visiting support personnel</li> </ul>	<ul style="list-style-type: none"> <li>The sale has not yet been concluded. The outcomes targeted are: <ul style="list-style-type: none"> <li>- Increased job opportunities and training for indigenous community members</li> <li>- Potential for a percentage of profits generated to be returned to the community via the partners – MAWA and Mabunji</li> <li>- Improved health and nutrition due to the availability of healthy choices and training for the community</li> <li>- Commitment to alcohol management</li> </ul> </li> </ul>

Project partner/s	Project name	Focus	Grant value	Date approved	Project funded	Funding committed	Status	Project description	Summary outcomes
McArthur River Mining (MRM)	2008/2009 Indigenous employment and training strategy	Enterprise and job creation	\$606,425 (This is 20% of the total initiative cost of \$2.9 million in 2008/2009)	August 2009	To be provided in 2009/10 financial year	\$606,425	Annual initiative	<ul style="list-style-type: none"> <li>Develop an effective and culturally appropriate framework for Indigenous recruitment, training and retention at MRM which encourages and motivates applicants within the local community</li> <li>Individually tailor training and career development programs for all employees</li> </ul>	<p>2008/2009 program helped to:</p> <ul style="list-style-type: none"> <li>Recruit 26 local Indigenous men and women into the traineeship program, and go on to secure a job within the mine</li> <li>Grow the number of Indigenous employees at the mine to 14.7% of MRM's total workforce, which is up from 9.2% in June 2006.</li> </ul>
McArthur River Mining (MRM)	2009/2010 Indigenous employment and training strategy	Enterprise and job creation	\$597,918 (This is 28% of the total initiative cost of \$2.1 million in 2009/2010)	August 2009	To be provided in 2009/10 financial year	Approved subject to MRM's investment in the Trust for 2010.	Annual initiative	<ul style="list-style-type: none"> <li>Foster a supportive environment within the workplace, which eliminates racism and celebrates cultural diversity.</li> </ul>	<p>The 2009/2010 program aims to:</p> <ul style="list-style-type: none"> <li>Recruit 20 local Indigenous men and women into the traineeship program</li> <li>Successfully transition trainees who commenced in the program during 2008/2009 into their chosen career paths at MRM</li> <li>Continue to increase the percentage of Indigenous employees at the mine.</li> </ul>
Mabunji Aboriginal Resource Centre	2010 NAIDOC Festival	Art and culture	\$5,000	August 2009	To be provided in 2009/10 financial year	\$5,000	Program planned	<ul style="list-style-type: none"> <li>Support the costs associated with the delivery of the NAIDOC festival program in 2010 as an important annual celebration of indigenous cultural heritage.</li> </ul>	<p>The Festival will be conducted in 2010. The targeted outcomes are:</p> <ul style="list-style-type: none"> <li>Social development</li> <li>Celebration of and education in cultural identity</li> </ul>

## 4. Impact on the community

The table outlining the grants approved clearly describes outcomes targeted. While some of these programs are yet to be concluded, the beneficial outcomes already achieved or planned are summarised as follows:

- An estimated **78 local Indigenous residents** undertaking or planned to undertake nationally-accredited training through programs delivered by Mungoorbada Aboriginal Corporation and MRM
- A further **7 new full time jobs** created through Richard Baker's training as a helicopter pilot, the development of the visitor accommodation centre at Robinson River, and progression of trainees at MRM into chosen career paths
- **4 local businesses** directly benefitting through investments that will have strong indirect benefits for the community through employment, income generation, products and services and healthy choices
- Improved sustainability of **3 popular arts and culture facilities and events**
- **32 school students** participating in work experience and vocational education training.

The availability of the VET Centre supported by the Trust was also one of the factors which, when combined with the efforts of the Borrooloola School Principal, Department of Education and the school community contributed to a **62% increase in school enrolments** in 2009. Parents and children now see the Borrooloola School as being capable of achieving excellent education outcomes.

On a formal basis, key performance measures were established under the FY09 Annual Plan to assess the performance against commitments and priorities.

### **KPI: 1: Proportion of Trust budget committed to identified 2008/09 priority areas.**

Consultation with the community identified a vision to create a vibrant, thriving, healthy region by 2028. Under the Trust's Annual Plan, specific priorities have been identified to support the community in achieving this vision.

Assessing the proportion of Trust budget committed to these three priority areas and 16 action areas is difficult as the programs supported sometimes assist multiple objectives and in other cases, partly deliver on the priority targeted.

The table on the following page provides a checklist assessment of whether the priority areas have been addressed. This shows that all but two of the 16 action areas have been supported directly by the Trust. One of these outstanding priorities has been supported by independent action by MRM and NTG.

### **KPI 2: One new business operated by Indigenous interests established per annum**

Establishing sustainable new enterprises and creating job opportunities has been the overwhelming focus of the Trust in its first two years of operation.

A total of 9 projects allocated a total of \$1.3 million, or 36.5% of funds committed, have targeted enterprise development objectives. These support the diversification, expansion or development of existing businesses rather than the establishment of new operations. However the impact of this investment, the training and jobs created is significant.

### KPI 3: Project recipients all provide reports of their outcomes

Managing grants to ensure targeted outcomes are achieved is an important role of the Trust's Project Officer and is committed within all grant funding agreements.

While three grant recipients – Mabunji, The Smith Family and Airborne Solutions – provided written reports of their results, the remainder provided information through personal interviews. Detailed reports on all grant programs which had commenced or been completed during the review period are provided in Appendix 1.

#### *Action against FY09 community priorities*

Focus area	FY09 Annual Plan Priorities	Addressed	Action taken
Education:	<ul style="list-style-type: none"> <li>An adult education centre for the region</li> </ul>	✓	<ul style="list-style-type: none"> <li>Planning for the Borroloola School's VET Centre includes an intention to offer adult education programs.</li> </ul>
	<ul style="list-style-type: none"> <li>Opportunities/incentives to re-engage youth in education</li> </ul>	✓	<ul style="list-style-type: none"> <li>The Smith Family program is specifically targeting this priority</li> </ul>
	<ul style="list-style-type: none"> <li>An Indigenous-based mentoring program catering for school, pre-vocational, employment</li> </ul>	✓	<ul style="list-style-type: none"> <li>The Smith Family program is specifically targeting this priority</li> </ul>
	<ul style="list-style-type: none"> <li>School-based work experience programs</li> </ul>	✓	<ul style="list-style-type: none"> <li>Delivered through the Borroloola Schools' VET Centre</li> </ul>
	<ul style="list-style-type: none"> <li>School-based apprenticeship programs</li> </ul>	✓	<ul style="list-style-type: none"> <li>Planned to be offered through the Borroloola Schools' VET Centre</li> </ul>
	<ul style="list-style-type: none"> <li>Tertiary scholarships and traineeships</li> </ul>	✓	<ul style="list-style-type: none"> <li>Tertiary scholarship provided under MRM Indigenous Employment and Training Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>Support for the working WELL program</li> </ul>	✓	<ul style="list-style-type: none"> <li>Supported under the MRM Indigenous Employment and Training Strategy</li> </ul>
	<ul style="list-style-type: none"> <li>A work-ready program.</li> </ul>	✓	<ul style="list-style-type: none"> <li>Supported under the MRM Indigenous Employment and Training Strategy</li> </ul>
Health:	<ul style="list-style-type: none"> <li>Suitable, high priority aged care programs/initiatives such as meals-on-wheels and transport</li> </ul>	X	
	<ul style="list-style-type: none"> <li>Affordable, nutritious food for the region</li> </ul>	✓	<ul style="list-style-type: none"> <li>Planned to be delivered through the upgraded Robinson River Community Store and new ownership of Borroloola Bulk Discounts</li> </ul>
	<ul style="list-style-type: none"> <li>High priority health programs</li> </ul>	✓	<ul style="list-style-type: none"> <li>Breakfast in Schools was one of the high priority health programs identified by the community and is delivered through The Smith Family</li> </ul>

	<ul style="list-style-type: none"> <li>High priority health facilities.</li> </ul>	X	<ul style="list-style-type: none"> <li>Note: while this priority has not been targeted by the Trust, MRM's corporate social involvement program has supported the establishment of a Renal Unit in Borroloola in association with NT Health which opened in August 2009</li> <li>MRM's corporate social involvement program has also supported the appointment by NT Health of a General Practitioner on a fly-in, fly-out basis to partly meet the priority to have 2 permanent, full- time GPs at the Borroloola Health Clinic.</li> </ul>
<b>Social and community development:</b>	<ul style="list-style-type: none"> <li>Sustainable housing for the region</li> </ul>	✓	<ul style="list-style-type: none"> <li>This priority is supported in part, through the investment in heavy machinery and business directed to local tradespeople through grants to the Mungoorbada Aboriginal Corporation</li> </ul>
	<ul style="list-style-type: none"> <li>Sustainable youth activities and support programs/facilities</li> </ul>	✓	<ul style="list-style-type: none"> <li>Targeted by the program proposed by the Roper Gulf Shire for a multi-purpose indoor sports and recreational facility which has gained in principle agreement from the Trustee Board.</li> </ul>
	<ul style="list-style-type: none"> <li>Relevant family support programs</li> </ul>	✓	<ul style="list-style-type: none"> <li>Assisted through improved facilities at the Mabunji Wunala Crèche</li> <li>Supported by The Smith Family program to get parents involved in school</li> </ul>
	<ul style="list-style-type: none"> <li>Opportunities to build a sense of community spirit in the region.</li> </ul>	✓	<ul style="list-style-type: none"> <li>Supported by the art and culture grants for the NAIDOC Festival, Borroloola Rodeo, Gymkhana and Campdraft</li> <li>Supported by the proposed Roper Gulf Shire multi-purpose indoor sports and recreational facility.</li> </ul>

# Appendix 1. Grant reports



## Borrooloola School

### Vocational Education and Training Centre

#### Project summary

A \$110,000 grant was provided for construction of the Borrooloola School's Vocational Education and Training (VET) Centre. Additional funding was also provided by the Commonwealth (\$295,000) and the NT Government (\$5 million), taking the total project value to approximately \$5.4 million.

The VET Centre was a critical development for the School to improve vocational facilities and training. This will equip students with the skills needed to take advantage of real career pathways that have been identified in Borrooloola and that are fundamental to improving the long-term social and economic development of the region. The Centre would also benefit the wider community by: providing skilled local employees/trainees; offering students not currently enrolled at School greater educational choices; and reducing the travel time needed for parents and students to access VET courses.

Prior to the Centre's development the school only had the capability to offer limited VET in hospitality and engineering. The four-year plan is to significantly expand the training delivered, by offering certificate programs in business, hospitality, tourism, visual art/contemporary crafts and retail operations. This plan also includes development of an adjoining residential hostel at CEC, providing boarding facilities for secondary students from regional communities.

#### Action and results

Construction of the new Centre was completed in January 2009.

Through the development of a purpose-built and fully-equipped home economics and science block, the School is offering students *Certificate I in Hospitality (Kitchen Operations)* and *Certificate II in Engineering (Welding)*.

In Term Two, 10 students participated in the *Certificate I* course which covered occupational, health and safety, food preparation, meal planning, kitchen hygiene and safety, as well as menu planning. As part of the course assessment the students presented a spread of food, which according to the Principal, was restaurant quality and featured braised kangaroo with a cranberry sauce.

Approximately 10 students also participated in the *Certificate II* course, which has proven popular with both male and female students.

As a result of the program, teachers have noted improved engagement levels and a greater commitment by students to their school work. Through initiatives such as the VET Centre, changed school timetable, and The Smith Family program, the School has experienced a 62% increase in enrolments on 2008 figures and strong support from the parents who believe the school is now capable of achieving excellent student outcomes.

This was demonstrated by a recent parent's decision to submit the School for an *Excellence in Teaching Award* and comments about Town such as "*the school is now like a real school*".

Junior school students have also been overheard saying they "*can't wait to get to high school*". Most pleasing is the fact that the School expects this year to see the third student in its history graduate and go on to secure full-time employment with the Australian Army. In 2008 the first two students graduated and have since gone on to secure full-time employment at Borrooloola's Health Centre and Centrelink.

## Mabunji Wunala Creche

### New children's toilets

#### Project summary

The Wunala Creche cares for between 15 and 18 children each day and is operated on behalf of Mabunji Aboriginal Resource Association.

The Creche is rated by the Northern Territory Government Department of Health and Community Services as one of the Territory's better run remote centres however its ablution facilities needed to be improved.

Trust funding of \$11,275 was used to provide three new children's toilets to ensure the health and wellbeing of the children while in care.

#### Action and results

The improved facilities were completed in March 2008.

The availability of a larger number of toilets has ensured children have the facilities available when they need them. In this way, it helps boost children's self esteem through fewer little accidents as well as contributing to the health and wellbeing.

It has also given parents peace of mind and confidence to continue to place their child in the crèche so that they may earn an income from work.



## The Smith Family

### Learning for Life Indigenous Program

#### Project summary

The Learning for Life Indigenous Program is in its first year of a three-year implementation program and is being delivered in partnership with the Borroloola School. The grant is valued at \$618,000 over three years and aims to:

- Improve student school attendance and retention
- Improve student social and emotional wellbeing
- Help students to positively transition from school to work.

#### Action and results

##### Breakfast with a Mentor program

This program operates out of the secondary campus each school morning and encourages parents, carers and members of the community (vetted and briefed) to listen and talk with the students over a free breakfast.

The program is designed to keep students at School all day and encourage greater parent interaction to support the student's emotional and social wellbeing. The program is growing strongly in popularity, making a positive daily impact on the school community by providing a welcoming and supportive environment for students to start their school day.

On average 46.5% of the students attended the breakfast each week during Term Two, up from 30% in Term One. In Week 8 of Term Two, staff arranged a hot breakfast at the school which was a huge success, attracting 80 people and involving several parents in the cooking, serving and cleaning.

Anecdotal evidence from the school's teachers suggests the program has been successful in encouraging students to stay at school. It is hoped this program will eventually be provided in the junior school.

#### Work observation and work placements

This program aims to improve school attendance/retention and transitions from school to work.

In Term One, 12 students secured work placements within local community businesses including the: Borroloola Health Clinic; Northern Land Council; Respite Care; Town Library; Sport and Recreation Centre; and the Borroloola Guest House.

During the program's implementation, The Smith Family's Senior Studies Coordinator noted a trend where students consistently attended school on Fridays — work placement days. Students and participating businesses have also talked positively of the experience.

In Term Two, the Northern Territory Government Department of Education and Training (DEET) took over responsibility for supporting the program, as well as the *Enhancing Vocational, Educational and Training (VET) Opportunities* program which was to be introduced to encourage disengaged students to re-engage with the school. This move was considered by The Smith Family and the CEC to be a successful outcome and a step forward for improving long-term opportunities and outcomes for students.

#### Celebrate school at Borroloola

A community event is currently being planned to celebrate the School's new building, new staff and growing school participation. The event will aim to re-engage disconnected students and families and enable existing student families to see for themselves how the school has evolved by inviting them to an open day expected to be held later in 2009.

#### My Time Mentoring program

This program is designed to source, train, support and mentor students involved in the VET program. It is intended to help encourage students to share the challenges they might be facing at school and learn from others' experiences.

Despite extensive consultation with community leaders, including the Police, Traditional Owners, Parks and Wildlife etc, and indicative support and interest in being a mentor, many leaders lacked the capacity to commit to the mentoring program. The Smith Family is, however, committed to working with the School and the Trust to tailor the program to overcome this challenge.



## Borroloola Amateur Race Club

### New rodeo chutes

#### Project summary

The Borroloola Amateur Race Club forms a key part of the Borroloola region's cultural fabric. Each year in August, the Club hosts the much anticipated and biggest event in the southern gulf — the Borroloola Rodeo, Gymkhana and Campdraft. On top of this, its grounds are often hired out to visiting rodeos and neighbouring pastoralists.

The Club was granted \$19,910 for the purchase and transportation of three new rodeo chutes. Local contractor, Cairns Industries, also supported the development with the installation of the chutes provided at no-charge.

#### Action and results

The grant has allowed the Club to:

- Replace its existing chutes, which were 30 years old, in poor condition and dangerous to stock and rodeo competitors
- Continue to host the annual Borroloola Rodeo, Gymkhana and Campdraft
- Provide good facilities to encourage visiting rodeos and local cattle owners to continue to use BARC's grounds — allowing the Club to generate ongoing income
- Provide more suitably sized chutes for stock, which are now bred much larger than when the chutes were originally installed.



## Greenlip Enterprises

### Aviation training for Richard Baker

#### Project summary

In the vast distances of the Northern Territory, helicopters are used extensively in the resources, tourism, agriculture and other sectors.

A grant of \$36,120 to local Indigenous resident, Richard Baker, provided him with the necessary training to secure employment as a commercial helicopter pilot.

#### Action and results

Richard completed training in February 2009 and has been awarded a commercial helicopter licence (CPL H) and a Certificate IV in Transport and Distribution (Aviation Flight Operations – Helicopter). He has also completed Airborne Solutions' induction flight training and begun flight operations with the organisation as a line pilot.

Richard is now working in an environment where he can continue to safely learn from experienced pilots. The company has committed to introduce him to more advanced and technical flying as he gains more experience.

Richard's success has been recognised in the 2009 NT Training Awards where he was the winner of the Aboriginal and Torres Strait Islander Student of the Year award. He is now a finalist in this category for the national awards in late 2009.

## Mungoorbada Aboriginal Corporation

### Expansion of Civil Construction Team



#### Project summary

Robinson River is a small Aboriginal community based on the old Robinson River pastoral station, north-east of Borroloola. The Mungoorbada Aboriginal Corporation (MAC) is responsible for the provision of municipal services at Robinson River and outstations.

MAC was awarded a total of \$541,862 through three Trust grants to expand its Civil Construction Team and become more competitive in tendering for local work. This included the purchase of:

- a concrete agitator
- a concrete batching plant and wide-span shed
- three earthworks machines: grader, loader and smooth drum roller.

#### Action and results

The new equipment has enabled MAC to:

- Secure additional work in the area including:
  - the upgrade of the Robinson River Airstrip, construction of the local community store and local housing foundations valued at \$1.1 million
  - a \$50,00 fire track and break access project for the Northern Land Council
  - approximately \$60,00 from a Federal Government Grant to concrete a workshop slab and shaded meeting area
  - bidding for \$850,000 of work under the Federal Government's Building Education Revolution stimulus package
- Train 6 people in the use of the wheel loader, 8 people to use the smooth drum roller and 12 people to use the grader, each achieving the nationally-accredited Certificate in Occupational Health and Safety, Equipment Operation, Maintain Roads, Conduct Grader operations and Work Safely
- Train 6 local people to secure a heavy vehicle licence as a direct result of having the concrete agitator.

The equipment also helps the community to maintain its roads, create firebreaks, clear fence lines, develop building foundations, transport heavy items, such as sand and topsoil to the school and community.

## Mungoorbada Aboriginal Corporation

### New Community Store



#### Project summary

The Trust contributed \$145,960 for the purchase of construction materials for the development of a \$2.1 million new community store in Robinson River. Funding was also provided by MAC (\$400,000), the Australian Government and the Aboriginals Benefit Account Advisory Council (\$1.6 million).

Robinson River's existing community store to service the town's population of approximately 250 people, is more than 20 years old, has poor food refrigeration capabilities and is lacking in space.

The start of construction was delayed until August 2009 and when complete by August 2010 the new community store aims to.

- Provide essential services to improve the lives of the local Indigenous people and help develop the remote Indigenous community
- Improve food security in the remote area
- Improve the affordability and availability of healthy food to help close the gap on Indigenous disadvantage.

#### Action and results

No results have been achieved as the store is not yet constructed and operational.

However, 10 local people are expected to be employed on a part-time basis in the store's construction. They will also be offered the opportunity to learn concreting skills from experienced local contractor, Cairns Industries.

Importantly, the pending project is having a beneficial impact on the community, generating a real sense of community pride and excitement. When complete the store will provide better food refrigeration, enabling the store to offer a wider variety of healthy fresh food to the local community.



## Mungoorbada Aboriginal Corporation

### Visitor Accommodation Centre



### Project summary

The construction of a Visitor Accommodation Centre at Robinson River was supported with a \$69,462 grant, in addition to Australian Government funding of \$300,000 and MAC's contribution of \$20,000.

The Australian Government had already planned to construct a Government Business and Accommodation Centre in Robinson River. Knowing the Centre will eventually be handed to the community when it was no longer required by the Government, MAC saw the opportunity to plan for its future use from the outset.

This project formed part of the community's larger vision for the area — the development of a tourist camp ground and accommodation facility to encourage visitors to stay in the community and in so doing, stimulate the local economy through increased shop and potentially, art and craft sales.

### Action and results

The plans for the Centre were extended to include visitor accommodation and a kitchen facility and construction was completed in April/May 2009. Construction of the Centre generated four local jobs and drew on a range of local tradespeople.

The facility can accommodate up to 10 people in 10 rooms with ensuites, together with two shared kitchens, one recreation room and an ablution block. It is now catering for tourists and other non-government visitors to the area.

The Centre has proven popular with visiting contractors, including educators coming to the area to train local people. In addition, two of the units have been secured under a six-monthly arrangement by two visiting contractors and the other units are being regularly used for overnight and three to four-night visits. Visitor feedback has been positive to-date with many impressed with the new facility.

# Mungoorbada Aboriginal Corporation

## Livestock business

### Project summary

MAC has received two grants from the Trust to support the further development of its livestock business which herds both goats and cattle. These were:

- \$20,000 towards the cost of the development of a goat fence with MAC providing the remaining \$30,000
- \$11,000 to acquire two breeding bulls and 10 cows

MAC has gradually developed a growing goat herd of approximately 200 goats with a clear aim to develop a commercially viable and sustainable goat business. With goat being one of the world's most popular meats, MAC hopes to eventually sell live goats to Darwin for international exporting as well as fresh goat meat.

MAC also runs approximately 500 head of cattle, including seven bulls. As part of the Corporation's commitment to its members, the MAC is working to improve its cattle bloodlines to enable the business to grow and eventually move into the international exporting market, thereby generating local jobs and training opportunities.

### Action and results

MAC expected to complete construction of the goat fence in September 2009. This development is important for safely containing the herd to protect against dingo attack.

The additional bulls and cows for the beef herd have been purchased and are now at the Wandigulla Outstation and in Robinson River.

The breeding program has commenced and the first calves are expected to arrive around February/March 2010. The benefit of the new stock is to the improvement of the bloodlines within the herd.

As both the goat and beef businesses expand, it is expected more local men and women will get involved in the breeding and exporting program, creating real jobs within the community.



## King Ash Bay Fishing Club

### Barramundi Fish Monitoring Project

#### Project summary

King Ash Bay provides access to a large system of rivers and channels including the McArthur River, Carrington Channel, Batten Creek and Crooked Creek. These all lead to the Gulf of Carpentaria approximately 30 kilometres downstream.

King Ash Bay is renowned for its fishing and attracts thousands of fishermen and women to the area each year. During 2007, KABFC recorded around 40,000 visitor nights with average stays of three nights per person.

To ensure fish stocks are being sustainably managed, the Trust has approved a grant of \$214,172 over two years to support studies into the impacts that increased recreational fishing is having on barramundi fish numbers in the McArthur River. The process will involve:

- Undertaking a two-year baseline survey to gather data relating to the status of the barramundi fishery with the McArthur River
- Providing results of the baseline study to the King Ash Bay community, McArthur River Trust Fund and the Northern Territory Government.

It is hoped the monitoring project will contribute to the establishment of an educational centre to promote the project and encourage good fishing practices, and potentially the establishment of a barramundi hatchery at King Ash Bay.

#### Action and results

The project is in its early stages, with initial studies underway to set-up the program. These include:

- Submitting an application for to the Northern Territory Department of Fisheries for tagging fish in the region
- Purchasing tags and other materials relating to the project
- Undertaking an initial Boat Ramp Survey in late-June 2009 to gather necessary data on the number of recreational barramundi and other fish catches in the McArthur River.

## McArthur River Mining

### Indigenous training and employment strategy



#### Project summary

Under the Trust Agreement between MRM and NTG, a commitment has been made to maximise the number of people from the Borroloola region gaining long-term employment directly in mining activities, indirectly in activities conducted by sub-contractors and suppliers as well as in the wider regional economy.

This includes action by MRM to achieve its target of 20% indigenous employment across its workforce. In 2007, MRM reviewed its traineeship program to place a greater emphasis on preparing trainees for jobs within the mining operation.

Following this review MRM developed an Indigenous Employment and Training Strategy based on leading research within the Australian mining industry and in line with best practice principles at both a national and international level. This strategy details a pathway that begins with programs to get ready for work and moves on to entry-level courses, formal training and career development.

Two grants have been approved by the Trustee Board:

- \$606,425 for the strategy implemented in the 2009 financial year (representing 20% of the total initiative cost of \$2.9 million) which was also supported by Australian Government grants of \$573,561
- \$597,918 for the strategy to be implemented in the 2010 financial year (representing 28% of the total initiative cost of \$2.1 million)

#### Action and results

In the 2009 financial year, MRM succeeded in employing 26 trainees. Of these, 15 were continuing to undertake the *Certificate II in Entry into Mining* program as at 30 June 2009 and 2 have progressed into their chosen career paths with MRM. All undertook the pre-employment training, Workplace English Language and Literacy training and the traineeship program which focuses on nine potential career paths at MRM.

While the target of 20 retained in employment was not met, the retention rate of 65% of the intake is a substantial improvement on previous years.

The percentage of Indigenous employees at MRM as at 20 June 2009 was 14.7%. The percentage of local employees (Indigenous and Non-Indigenous from the Borroloola region) was 20.3%. This demonstrates good progress towards the 20% target in Indigenous workforce participation in the past three years. By comparison, at 30 June 2006, the percentage of Indigenous employees was 9.2% and the percentage of local employees was 13.3%.

In addition, MRM awarded a scholarship to a local Indigenous student to complete a Bachelor of Nursing.

Appendix 2: The MRM Community Benefits Trust Draft 20-Year Plan

The Borrooloola region is bounded by the communities of Robinson River in the south-east; Sir Edward Pellew Islands in the north; Limmen Bight River in the west; Balbirini Station in the south. The township of Borrooloola sits at the heart of this region.

Vision: where the region wants to be by 2028: TO BE A VIBRANT, THRIVING, HEALTHY REGION

3	EDUCATION AND JOB CREATION	SOCIAL AND COMMUNITY DEVELOPMENT	HEALTH	ENVIRONMENT	CULTURE AND ART
<p><b>Baseline:</b> where we stand in 2008</p>	<ul style="list-style-type: none"> <li>Literacy: 20% of Grade 7s pass the reading test</li> <li>Number of students graduating from Grade 10 and 12: Low</li> <li>School absenteeism: High</li> <li>Unemployment rate: 47%</li> <li>Average weekly gross income: Low</li> <li>Main employer: CDEP</li> </ul>	<ul style="list-style-type: none"> <li>Average cost of living: High</li> <li>Overcrowding in local homes: High</li> <li>Formal youth activities: Minimal</li> <li>Sense of community and town pride: Minimal</li> <li>Law - offences against the person per 1,000: 172 (approximately six times higher than the NT average)</li> <li>Law - offences against property per 1,000: 139 (slightly higher than the NT average)</li> </ul>	<ul style="list-style-type: none"> <li>Access to affordable, healthy food: Low</li> <li>Drug and alcohol abuse: High</li> <li>Chronic diseases: rheumatic fever, hearing and eye problems, skin diseases</li> </ul>	<ul style="list-style-type: none"> <li>Widespread cattle grazing on large pastoral properties</li> <li>Growing recreational fishing industry: approximately 15,000 visitors in 2007</li> <li>National Parks/Reserves: <ul style="list-style-type: none"> <li>- Barranyi ( North Island) National Park</li> <li>- Caranbirini Nature Reserve</li> <li>- Limmen Bight National Park</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Traditional hunting and gathering by language groups</li> <li>Generational understanding of Indigenous culture and traditions: Slowly being lost due to societal issues</li> <li>Current cultural features: <ul style="list-style-type: none"> <li>- Lost City: a place steeped in culture and history, with sandstone formations, rivers and wetlands</li> <li>- Borrooloola History and Museum</li> <li>- Waralungku Art Centre Borrooloola</li> </ul> </li> </ul>
<p><b>Priority actions - 2008 to 2013:</b> what we need to do to make real progress by 2013</p> <p>“Establishing the foundations”</p>	<p><b>Support initiatives that help provide:</b></p> <ul style="list-style-type: none"> <li>Sustainable locally-owned businesses such as: <ul style="list-style-type: none"> <li>- Eco-tourism</li> <li>- Aquaculture/fishing</li> <li>- Fully Indigenous operated ‘Aburri’</li> <li>- Steel fabrication business</li> <li>- Small engine maintenance, mechanical, hydraulics</li> <li>- A service to undertake road upgrades/town maintenance</li> </ul> </li> <li>An adult education centre for the region offering suitable training programs to assist future industry/business opportunities such as: <ul style="list-style-type: none"> <li>- Upskilling people in ‘hard’ and ‘soft’ trades</li> <li>- Business establishment and management</li> <li>- Transitioning from work to school</li> <li>- Drafting tender submissions</li> <li>- Cross cultural awareness (children to adults)</li> </ul> </li> <li>Opportunities/incentives to re-engage youth in education</li> </ul>	<p><b>Support initiatives that help provide:</b></p> <ul style="list-style-type: none"> <li>Sustainable housing for the region</li> <li>Provide Indigenous community members with skills/ability to articulate more strongly their views and desires for the region</li> <li>Sustainable youth activities and support programs/facilities such as: <ul style="list-style-type: none"> <li>- Support for local sports in the region</li> <li>- Community Youth Centre/Hall</li> <li>- Boarding facilities for travelling sporting teams</li> </ul> </li> <li>Relevant family support programs such as: <ul style="list-style-type: none"> <li>- Home routine</li> <li>- Behavioural support</li> <li>- Financial management</li> <li>- Parenting and child care</li> </ul> </li> <li>Opportunities to build a sense of community spirit in the region such as:</li> </ul>	<p><b>Support initiatives that help provide:</b></p> <ul style="list-style-type: none"> <li>High priority health programs such as: <ul style="list-style-type: none"> <li>- Nutrition</li> <li>- Breakfast in schools</li> <li>- Hygiene</li> <li>- School-based drug and alcohol programs</li> </ul> </li> <li>High priority health facilities such as: <ul style="list-style-type: none"> <li>- A sobering-up shelter</li> <li>- Night patrol</li> <li>- 2 permanent, full-time GPs at the Borrooloola Health Clinic</li> <li>- 6 additional treatment rooms for the Borrooloola Health Clinic</li> </ul> </li> <li>Specialist medical support such as a dentist, optometrist, gynaecologist, cardiologist, podiatrist, audiologist</li> </ul>	<p><b>Support initiatives that help provide:</b></p> <ul style="list-style-type: none"> <li>Self-sustainable environmental projects or eco-tourism ventures that deliver real community benefits</li> <li>Training opportunities for outstations/ homesteads</li> <li>Training needed to support sustainable and environmentally-friendly eco-businesses</li> <li>Sustainable eco-friendly businesses such as a Barramundi Hatchery</li> <li>Also see the ‘Education and job creation’ section for training support</li> </ul>	<p><b>Support initiatives that help provide:</b></p> <ul style="list-style-type: none"> <li>Self-sustainable art and culture-based projects or Indigenous-tourism ventures that deliver real community benefits</li> <li>Training programs needed to support the art and culture industry</li> <li>Support for the sustainable growth of existing art and culture organisations</li> <li>Also see the ‘Education and job creation’ section for training support</li> </ul>

Sources:

- NT Government Department of Business, Economic and Regional Development (DBERD) research presentation to the Trust board titled: ‘Borrooloola Community Profile’
- Community consultation undertaken by MRM, the Trust Project Officer and Rowland Pty Ltd on behalf of the Trust from March to May 2008

3	EDUCATION AND JOB CREATION	SOCIAL AND COMMUNITY DEVELOPMENT	HEALTH	ENVIRONMENT	CULTURE AND ART
	<ul style="list-style-type: none"> <li>• An Indigenous-based mentoring program catering for all — school, pre-vocational, employment</li> <li>• School-based work experience programs</li> <li>• School-based apprenticeship programs</li> <li>• Tertiary scholarships and traineeships</li> <li>• Support for the working WELL program</li> <li>• A work-ready program focusing on:               <ul style="list-style-type: none"> <li>- Work ethic/self esteem</li> <li>- Money management</li> <li>- Induction and OH&amp;S</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Establishing a place to meet and a social outlet that isn't linked to drugs and alcohol ie a community recreational facility such as the Community Centre concept or a meeting place/village square</li> <li>- Developing a community newsletter</li> <li>- Establishing a town social club to advertise community events (Borrooloola Cyclones Soccer Club games, movies in the community centre, town barbecues etc)</li> <li>- Internet café</li> </ul>	<ul style="list-style-type: none"> <li>- Rehabilitation Centre</li> <li>- Helicopter-base at Borrooloola</li> <li>• Suitable, high priority aged care programs/initiatives such as meals-on-wheels and transport</li> <li>• Affordable, nutritious food for the region</li> </ul>		
<p><b>Targets:</b> how we will know we have achieved our 20-year vision</p>	<ul style="list-style-type: none"> <li>• Delivered on annual priorities</li> <li>• Committed the Trust budget in full - year-on-year</li> <li>• Demonstrated results (provided by Trust recipients)</li> <li>• Reviewed and refined the Trust's priorities annually</li> <li>• Contributed to the Region's Targets as outlined in the <i>Draft Regional Visionary Plan</i>. Draft targets include:               <ul style="list-style-type: none"> <li>- Literacy: NT average for the number of Grade 7s passing the reading test</li> <li>- Number of students graduating from Grade 10 and 12: NT average</li> <li>- School absenteeism: NT average</li> <li>- Unemployment rate: NT average</li> <li>- Weekly gross income: NT average</li> <li>- Main employer: diversity of employment in tourism, accommodation, mining, pastoral, infrastructure, aquaculture and cultural industries</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Delivered on annual priorities</li> <li>• Committed the Trust budget in full - year-on-year</li> <li>• Demonstrated results (provided by Trust recipients)</li> <li>• Reviewed and refined the Trust's priorities annually</li> <li>• Contributed to the Region's Targets as outlined in the <i>Draft Regional Visionary Plan</i>. Draft targets include:               <ul style="list-style-type: none"> <li>- Average cost of living: NT average</li> <li>- Overcrowding in local homes: NT average</li> <li>- Formal youth activities: wide variety of activities</li> <li>- Sense of community and town pride: High</li> <li>- Law - offences against the person per 1,000: NT average</li> <li>- Law - offences against property per 1,000: NT average</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Delivered on annual priorities</li> <li>• Committed the Trust budget in full - year-on-year</li> <li>• Demonstrated results (provided by Trust recipients)</li> <li>• Reviewed and refined the Trust's priorities annually</li> <li>• Contributed to the Region's Targets as outlined in the <i>Draft Regional Visionary Plan</i>. Draft targets include:               <ul style="list-style-type: none"> <li>- Access to affordable, healthy food: High</li> <li>- Drug and alcohol abuse: Low</li> <li>- Prevalence of chronic diseases: NT average</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Delivered on annual priorities</li> <li>• Committed the Trust budget in full - year-on-year</li> <li>• Demonstrated results (provided by Trust recipients)</li> <li>• Reviewed and refined the Trust's priorities annually</li> <li>• Contributed to the Region's Targets as outlined in the <i>Draft Regional Visionary Plan</i>. Draft targets include:               <ul style="list-style-type: none"> <li>- Maintaining widespread cattle grazing on large pastoral properties</li> <li>- Developing sustainable recreational fishing industry</li> <li>- Establishing sustainable eco-tourism businesses</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Delivered on annual priorities</li> <li>• Committed the Trust budget in full - year-on-year</li> <li>• Demonstrated results (provided by Trust recipients)</li> <li>• Reviewed and refined the Trust's priorities annually</li> <li>• Contributed to the Region's Targets as outlined in the <i>Draft Regional Visionary Plan</i>. Draft targets include:               <ul style="list-style-type: none"> <li>- Establishing sustainable traditional hunting and gathering by language groups</li> <li>- Generational understanding of Indigenous culture and traditions: Well remembered and shared</li> <li>- Establishing a variety of sustainable culture-based businesses based on tourism</li> </ul> </li> </ul>

Sources:

- NT Government Department of Business, Economic and Regional Development (DBERD) research presentation to the Trust board titled: 'Borrooloola Community Profile'
- Community consultation undertaken by MRM, the Trust Project Officer and Rowland Pty Ltd on behalf of the Trust from March to May 2008