

McArthur River Mine
**Community
Benefits Trust**



Annual Plan 2010/2011

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Cover illustration: The painting shown on the cover is by Borrooloola artist Allan Baker. Allan is represented by the Waralungku Arts Centre in Borrooloola, which is supported by McArthur River Mining. Waralungku Arts represents over 40 different artists from the Gurdanji, Mara, Garawa and Yanyuwa traditional language groups. Borrooloola 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 2011 financial year.

Its preparation is founded on the objectives, charitable purpose and commitments of the Trust as specified within the legal governance framework. However, it is most influenced by a program of community engagement and consultation. This involves regular contact between the Project Officer and various government representatives, community organisations and individuals within the region as well as a dedicated formal series of focus groups investigating the interests of particular segments of the community: women, youth, business and community representatives.

This consultation has revealed genuine concerns within the community regarding the time demands on community leaders and an associated need for new organisations to be attracted to implement programs in the region. It also revealed the extent of constraints imposed by a lack of commercial and residential accommodation and unencumbered land for development as inhibitors of social and economic growth.

What was clear from all conversations however, 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:

| Commitments | Priority |
|--|---|
| Establishment of a Borroloola-based business hub | 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. |
| Enterprise and job creation | |
| Environment | To review plans for the beautification of the Borroloola entry precinct as part of the town plan and identify a specific project within this that is relevant for the Trust to support. |
| Education | 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. |

| | |
|---|--|
| Health | Identify a specific specialist health need within the community and seek a qualified visiting program (such as optometry, dentistry or gynaecology) eg Fred Hollows Foundation |
| 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 and Indigenous Traineeship program |
| 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. |

It is recognised that achieving these 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 Trust has a significant surplus of unallocated funds from the 2010 financial year which is available for commitments in 2011. The cash position as at 30 June 2010 was \$3.97 million.

In total, the funds available for investment in grant programs in 2011 is estimated at \$3.04 million after taking into consideration MRM's annual financial contribution 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 major centres within the region:

- Borroloola
- Robinson River
- King Ash Bay

3 Context for Action

3.1 Recent regional developments

Within the past 18 months, there have been considerable developments within the region which influence the focus for the Trust.

Education options expanding although returning students create issues in School

The implementation of The Smith Family mobile playgroup and infrastructure improvements within the Wanula Creche are improving pre-school care and development facilities.

In addition, the Borroloola School commenced offering Vocational Education and Training (VET) programs in Certificate I in Engineering and Certificate I in Hospitality and these are continuing.

There have however, been social difficulties created by a change in government policy which links school attendance to welfare payments. Children who were previously serial truants are now attending school because they have to rather than want to. Accommodating these students, engaging with them and managing their behaviour has become a new issue.

In new developments, we are aware that Ngukurr CEC Rural Studies Training Centre has been funded to establish a Trade Training Centre providing further opportunities for students from the Borroloola School.

Robinson River has also received funding to upgrade school classrooms.

Economic injection through infrastructure development

Earlier this year, the Northern Territory Government announced a commitment of \$23 million to infrastructure development in Borroloola including a bridge over the McArthur River Crossing, an additional Vocational Education and Training Centre, recreational fishing infrastructure, upgrades to sewerage and other developments under the Strategic Indigenous Housing and Infrastructure Program (SIHIP) and improved broadband infrastructure.

These developments represent a considerable injection of human resources over the short to medium term.

They also create immediate enterprise development and job creation opportunities to support contract operations with:

- Camp accommodation
- Local procurement needs
- employment and training.

Community development fundamentals being addressed

In the past year, considerable time and effort has been invested by a local committee considering the adoption of an Alcohol Management Plan for Borroloola with the support of the Northern Territory Department of Justice. This work contributed to a hearing in June by the Northern Territory Licensing Commission considering an application to amend the conditions imposed on the Borroloola Hotel.

This effort is continuing and is clearly a priority within the community. Ongoing concerns about drug and alcohol abuse remain a fundamental issue to be addressed in order to enable the community to reach its full potential.

Youth sport developing as a way to promote healthy lifestyle

One of the most significant community infrastructure developments in Borroloola within the past year was the completion of the new Borroloola Swimming Pool Complex. This facility, which opened in late 2009, is operated by the Roper Gulf Shire Council. To date, pool attendance has been lower than anticipated due to a number of factors including:

- Cost of entry
- Need for adult supervision for younger children
- Unavailability of swimming costumes for children.

There remains significant potential to improve the use of the pool as a recreational centre and to promote swimming as part of a healthy lifestyle to youth.

Sports and recreational facilities continue to be limited. However, the enthusiastic support for a recent international tour by the Borroloola Cyclones soccer team and new initiatives to promote softball are seen as opportunities to improve healthy alternatives for youth.

Additional health service providers available

In 2009, the Borroloola Renal Unit opened with the support of MRM sponsorship and development. This is providing in-community treatment for dialysis patients.

In addition, a second General Practitioner has been engaged by NT Health to practice from the Borroloola Health Clinic. Dr Peter Fitzpatrick's appointment supports the work of Dr Steve Betheras who was engaged with the support of MRM sponsorship. It is hoped that the availability of two General Practitioners within the community will improve health services for the community.

Designation of Borroloola as a growth town leads to improved planning

Borroloola has been identified by the Northern Territory Government as one of 20 Growth Towns and a focus for infrastructure, government and commercial services for the Gulf region. One of the major drivers for the region will be the development of a Local Implementation Plan as part of the Territory Growth Towns initiative.

The Implementation Service Delivery Coordination Unit is responsible for this development planning and has commenced a program of consultation in the Borroloola region. The first stage of this plan is the development of an updated and more detailed profile of the region than that previously available through other Government departments.

It is anticipated the Local Implementation Plan will focus on actions required to achieve the outcomes targeted by the Territory 2030 Strategy and the Indigenous Economic Development Strategy.

Change in funding for outstations will lift demand for support

With the transfer of responsibilities from the Commonwealth Government to the Northern Territory Government regarding outstation support, clear direction has been set in regards to the future funding arrangements. The impact for some outstations will be that funding will either cease or be reduced. Some outstations have already started to look at economic options to support their communities.

3.2 Implications for Trust planning

This commentary on the context for the Trust's activities within the 2011 financial year raises several implications that need to be considered:

- While the Government is investing in school facilities and VET infrastructure, the opportunity for the Trust is to consider how it can add value to these developments in other ways
- How can the Trust support the development of new local businesses to maximise the opportunities for procurement and employment with contract operations that are planning to commence work on infrastructure developments in Borroloola
- The Alcohol Management Plan for Borroloola is a clear community priority that needs to be factored into our planning
- Development of youth sport and diversion activities are potentially important to promoting healthy lifestyle and in the medium term, addressing drug and alcohol abuse issues that impact on the community's development
- We need to consider health programs beyond general services to target either specialist needs or health education activities
- We need to closely monitor activities and plans under the Territory Growth Towns initiative to consider appropriate ways to support the Implementation Plan to be developed without duplicating or substituting government services
- Providing appropriate support to outstations affected by changing funding arrangements presents an opportunity for the Trust to demonstrate its support for smaller communities within the Borroloola region.

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. This Plan is continually evolving and has been reviewed and amended to reflect more recent input into the longer term outcomes required by the community.

As identified in previous Annual Plans, this current version continues to refine the higher level strategic outcomes identified by the community. The plan aims to help 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 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 consultation process reinforced and confirmed the vision:

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

Much of the information provided throughout the consultations indicated that although there are specific activities that the community would like to see established, these activities are generally what could be achieved now within the current capacity of the community. With additional knowledge and information the community could be much better informed in relation to future opportunities which could be considered in future consultations.

The community engagement activities undertaken involve:

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

4.1 Trust Project Officer community engagement

In late November 2009, a change of roles occurred with MRM appointing a new Project Officer. Handover activity occurred over December 2009 with the first planned visit to Borroloola occurring in January 2009.

Considerable activity has occurred over the preceding 6 months to end June with regular contact maintained by the Project Officer with Traditional Owners, the School, government representatives, local committees or forums and individuals (see list on next page).

COMMUNITY ENGAGEMENT STAKEHOLDERS REGULAR CONSULTED BY PROJECT OFFICER

Organisations

- MAWA representatives
- Mabunji Aboriginal Resource Assn Inc
- Language Centre
- Creche
- Industry Services Australia
- The Smith Family
- Northern Project Contracting
- King Ash Bay
- National Trust
- Borroloola School
- Borroloola Police
- Teachers and Students of Years 6-11

Government

Roper Gulf Shire – Shire Services Manager

Northern Territory Government

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

Commonwealth

- FaHCSIA – Government Business Manager
- FaHCSIA – Deputy State Manager
- DEEWR – Indigenous Employment Programs

Ministers/Senators

- Minister Malarndirri McCarthy and Advisor Kirk Whelan
- Senator Nigel Scullion

Individuals

- Trish Emy
- Charlie Radovic
- Samuel Evans
- Maryanne Riley
- Keith Hallett
- Sylvia Hughes
- Burton Willis
- Don Garner
- Damien Fitzpatrick
- Stephen Anderson
- James Dash
- Jacinta Zanco
- Louise Beilby
- Frazer Baker
- Lizzy Hogan
- Marlen Karkadoo
- Gloria Friday
- Harry Lansen
- Ronnie Raggett
- May Raggett
- Joyce Durdie
- Amanda Gorrie
- Jack Green
- Stan Allen

Committees etc

- Womens Group (newly formed for consultation purposes of the Trust)
- Youth Group (through Borroloola School)
- NAIDOC Committee
- Boonu Boonu Festival Organisers
- Rodeo Committee
- Borroloola Problem Solving Committee (email distribution)
- Borroloola Community Tasking and Coord Group (email distribution)

This ongoing consultative process has provided input to the community concerns and needs identified in sections 4.3 and 4.4 of this plan.

In addition, feedback from this activity has revealed concerns regarding the lack of understanding for the Trust's objectives, activities and outcomes. Generally there has been:

- a lack of clarity in relation to eligibility to apply for funding
- concern for the Trust's failure to ensure consideration is given to negative impacts on local business
- lack of acknowledgement or recognition of Trust funded community activities
- low awareness of the regional benefits generated by Trust grants
- desire for regular feedback on the progress of funded programs and outcomes at their completion
- dissatisfaction with the length of time taken to review funding applications
- limited knowledge of alternative funding sources and opportunities.

There is also a need to better educate the community on the differences between the aims and focus of the Trust versus MRM's sponsorship program.

Some of these questions have already been answered through the revised Trust Guidelines and Application Form, publicised visiting schedule for Project Officer visits and improved communication through MRM's *MemoRanduM* newsletter. However, these issues raise further opportunities to improve communication between the Trust and the community.

4.2 Focus Group Consultation

A structured consultation program was undertaken in May and June 2010 to focus specifically on identifying community needs and priorities as part of the Annual Plan's development.

Four focus groups were arranged targeting different interest groups:

- Women
- Youth
- Business and Organisations
- Community representatives.

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

4.3 Identified community concerns

From the consultation undertaken, several consistent concerns were raised in relation to future Trust activities:

- Time demands on community leaders
The demands on local people to participate in various meetings organised by either local groups or outside visitors has meant that a number of people have either withdrawn from participation or attend adhoc.

Most meetings are held during work hours with key local people often unable to attend or limited to only attend those meetings most relevant. The impact for the community is that their input into any consultation process is limited to their availability and as such "community engagement or consultations" generally have the same individuals providing input which may not represent the wider view of the community.

- Need for new organisations to get involved
Aligned with the issue of time demands on community leaders is recognition amongst the community that their ambitions cannot be achieved just through the existing organisations active in the region. It was acknowledged that through vehicles like the Trust, new service providers could be attracted to the region and introduce programs to address community needs. The issue was who those service providers might be and how to get them engaged.
- Lack of commercial and residential accommodation
To successfully delivery the majority of priorities for the community the Trust needs to consider the lack of office space, short term accommodation and residential facilities. The community is supportive of encouraging increased economic activity however, where these people will operate from and what longer term accommodation arrangements can be put in place is an ongoing issue.
- Lack of available land for development
Similarly, the lack of clarity over the tenure, native title status and zoning of land within Borroloola is an issue for future development. It is hoped that a masterplanning exercise will be conducted as part of a town plan for Borroloola under the Territory Growth Towns initiative. This would then provide the necessary certainty for new commercial and residential development planning.
- Clear job pathways are required
Increased planning is needed around what kinds of jobs are expected to be available in the future within the community depending on its economic development plan. That way, training and education can be structured to ensure we are preparing local people to be qualified for jobs as they become available.
- Need for support on community development programs.
Consultation revealed a need 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. However, there is currently no budget available until after July 2011. This would appear to be a constraint to the delivery of these types of services to the community.

4.4 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.

Enterprise and job creation

| Identified need | Preliminary ideas |
|--|--|
| <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"> • Support the development of new business concepts that will work towards the establishment of new local enterprises • Work with Government departments to identify suitable avenues to support the development of business concepts • Encourage and support further local activity by Not-for-profit service delivery organisations • Establish a mentoring program that can assist local business and new employees to gain and sustain employment locally • Encourage training programs to be provided by Registered Training Organisations including Batchelor Institute of Indigenous Tertiary Education and Charles Darwin University to support future industry/business opportunities. |

Environment

| Identified need | Preliminary ideas |
|--|--|
| <p>Better understanding of what is meant by "environment" and what can be done by the Trust.</p> | <ul style="list-style-type: none"> • Research project that will identify self-sustainable environmental projects or eco-tourism ventures that deliver real community benefits • Town beautification project. |

Education

| Identified need | Preliminary ideas |
|---|---|
| <p>Currently there are no options available to young people who were unable to succeed within the current education environment.</p> <p>These young people need something that will help them learn and get jobs.</p> | <ul style="list-style-type: none"> • Alternative Education Program to be piloted for up to 3 years • Further development of VET and school based apprenticeships in the school program with linkages to identified employment opportunities in the community • Work preparation and skills development training that will support transition into employment. |
| <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> | <ul style="list-style-type: none"> • Establishment of a Youth/Student Hostel for young people participating in education and training. |
| <p>Increased school attendance and retention within education and training programs by providing support to parents and students.</p> | <ul style="list-style-type: none"> • Programs that support parents to ensure all school age children regularly attend school • A program for children returning to education to address social issues and learning needs • Incentives program to sustain and re-engage children in education eg: annual learning excursions to various regions outside of the Northern Territory • Homework/After School Care program |

Social and community development

| Identified need | Preliminary ideas |
|--|--|
| <p>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.</p> | <ul style="list-style-type: none"> • Regional Community Development role/s for 1-3 years with specific focus identified through consultations. |
| <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> | <ul style="list-style-type: none"> • Concept Design Project to support the establishment of the indoor sport/community centre and complementary infrastructure ensuring extensive community consultation. |

Health

| Identified need | Preliminary ideas |
|--|---|
| To know what the current health needs are. | <ul style="list-style-type: none"> Comprehensive study of the health needs of the region and services required to address these. |

Culture and art

| Identified need | Preliminary ideas |
|--|---|
| A cultural centre that can be used by the elderly and help educate other about culture and for tourist to visit. | <ul style="list-style-type: none"> Scoping and development of a Cultural Centre to support cultural learning. |
| To support the sustainability of local celebratory events such as Boonu Boonu Festival and NAIDOC Celebrations. | <ul style="list-style-type: none"> Make sure funding is available each year for these events to occur. Help with future planning to ensure these events can continue. |

4.5 2011 Priorities

Taking into consideration the context for action in 2011, 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 do not preclude support for other grant submissions which may be received. However, these are the areas that it is intended the Project Officer focus proactively in developing.

The priorities are described as follows.

| Commitments | Priority |
|--|---|
| Establishment of a Borroloola-based business hub | 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. |
| Enterprise and job creation | |
| Environment | To review plans for the beautification of the Borroloola entry precinct as part of the town plan and identify a specific project within this that is relevant for the Trust to support. |
| Education | 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. |

| | |
|---|--|
| Health | Identify a specific specialist health need within the community and seek a qualified visiting program (such as optometry, dentistry or gynaecology) eg Fred Hollows Foundation |
| 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 and Indigenous Traineeship program |
| 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. |

Achieving these priorities will rely upon:

1. Sourcing suitable proponents from either within or outside the community.
It should be noted the Trust does not and should not have sole responsibility for making these identified priorities happen. It is also note worthy to acknowledge that programs addressing some of the needs identified in this Plan may already be progressing in some form, or with the assistance of another funding body.
2. Addressing the identified constraints in terms of commercial and residential accommodation and vacant land.
A number of these priorities rely upon the availability of unencumbered land at a viable price.
3. Coordination with all levels of Government to harness the full benefit of funding programs and support services available.

Some of the initiatives may support and/or negate some of the identified priorities for the Trust these being Territory 2030 Strategy and Territory Growth Towns. (Full details of these strategies are available from the Northern Territory Government website – www.nt.gov.au).

Over the following 12 months it will be critical that sound relationships between key government representative working on the mentioned initiatives and the Trust Project Officer exists and continues to inform the Trust.

Outstanding projects

It should also be noted that there are three outstanding grant submissions that have received in principle support by the Board and should continue to be pursued in 2011. These are:

- The development of a Community Hub (indoor sports and recreation centre) which to date has been constrained by land availability issues.
- The commercialisation of a series of traditional stories by local women as a way of preserving local culture and history
- Building the sustainability of the NAIDOC and Boonu Boonu Festivals through a plan that encourages their growth as significant regional and tourism events.

4.6 Summary strategy

A summary of the community development strategy for 2011 aligned with the overall vision and targets for the region is provided at Appendix A.

5 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.

| GOVERNANCE | | |
|--|-----------------|-----------------|
| Action | Who | Timing |
| MRM to pay annual installment of \$1,350,000 in advance to Trust Fund | MRM to Trustee | 31 October 2010 |
| 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 |
| Administration and growth of the Trust investment funds | Secretariat | Ongoing |
| ACTIVITIES | | |
| Action | Who | Timing |
| 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 2010 |
| Proactively seek submissions from potential proponents for priority programs | Project Officer | Ongoing |

| | | |
|---|----------------------|------------------|
| Identify new initiatives or grant programs relevant to the Trust objectives, which may be an additional source of financial or non-financial resources | Project Officer | Ongoing |
| Support and assess grant submissions and make recommendations to the Allocation and Investment Committee as per the Submission Review Process | Project Officer | Quarterly |
| ENGAGEMENT | | |
| Action | Who | Timing |
| Implement community communication plan, including a process to publicise approved projects, significant outcomes, and the Trust charter | Project Officer | August 2010 |
| Ongoing review Community Members list, update if required, and seek new Community Members if appropriate | Project Officer | September 2010 |
| Review Indigenous Members list, update if required, and seek new Indigenous Members if appropriate | Project Officer | September 2010 |
| 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 | May 2011 |
| 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 | Secretariat | Quarterly |
| MONITORING AND PLANNING | | |
| Action | Who | Timing |
| Liaise with all grant proponents to receive regular reports as required under the reporting schedule | Project Officer | As scheduled |
| Review of performance of 2009/2010 Annual Plan | MRM, NTG & Trustee | By 30 Sept. 2010 |
| Annual Review of Trust's 2009/2010 activities | Trustee | By 30 Sept. 2010 |
| Annual Review of MRM's 2010/11 performance of obligations | MRM & NTG | By 30 Sept 2010 |
| Trustee to report on Reviews | Trustee to MRM & NTG | By 31 Dec 2010 |
| Prepare Annual Plan for 2011/2012 | Project Officer | Q3 |
| Trustee to submit Annual Plan for 2011/12 to MRM & NT | Project Officer | Q4 |

6 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 2010/11 performance of the MRM Community Benefits Trust.

| Area | Measures |
|-------------------------|--|
| Governance | Compliance obligations met for MRM investment Obligations for reporting met Obligations for consultation met |
| Investment | 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 |
| Project outcomes | Outcomes of grant investments based on project reports |

7 Financial Position

The Trust has a significant surplus of unallocated funds from the 2010 financial year which is available for commitments in 2011.

| Position as at 30 June 2010 | \$ |
|---|------------------|
| Cash-at-bank as at 30 June 2010 | \$3,967,636.37 |
| Less approved grants for 2009/10 noted in Board minutes as having received in-principle approval (as detailed in the table below) | (\$1,543,000.00) |
| Net funds available as at 30 June 2010 | \$2,424,636.37 |

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. There are no forward grant commitments beyond 2011.

| Cash flow position | 2010/11 |
|---|-------------------------|
| Cash-at-bank (30 June) | \$3,452,243.86 |
| MRM annual investment | \$1,350,000.00 |
| Total income | \$4,802,243.86 |
| Malandari Partnership – Borroloola Bulk Discounts | (\$543,000.00) |
| Roper Gulf Shire – Sport and Community Centre | (\$1,000,000.00) |
| The Smith Family * | (\$205,000.00) |
| Total commitments | (\$1,758,000.00) |
| Balance | \$3,044,243.86 |

*Future payments of the grant to The Smith Family are subject to performance reviews and subsequent submissions

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

8 Foundation Member Roles and Responsibilities

Financial contributions

MRM is required to invest an additional \$1.35 million in the Trust in 2011.

Non-financial contributions

MRM and the NTG will provide the Project Officer and Secretariat.

Following a review of the Trustee roles in 2009, the Project Officer role became the responsibility of MRM and Secretariat responsibilities were undertaken by NTG. This arrangement commenced from November 2009.

The job description for the two roles was also reviewed in relation to developing a more comprehensive range of responsibilities. A summary is as follows:

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 2011 Priorities, it is expected 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

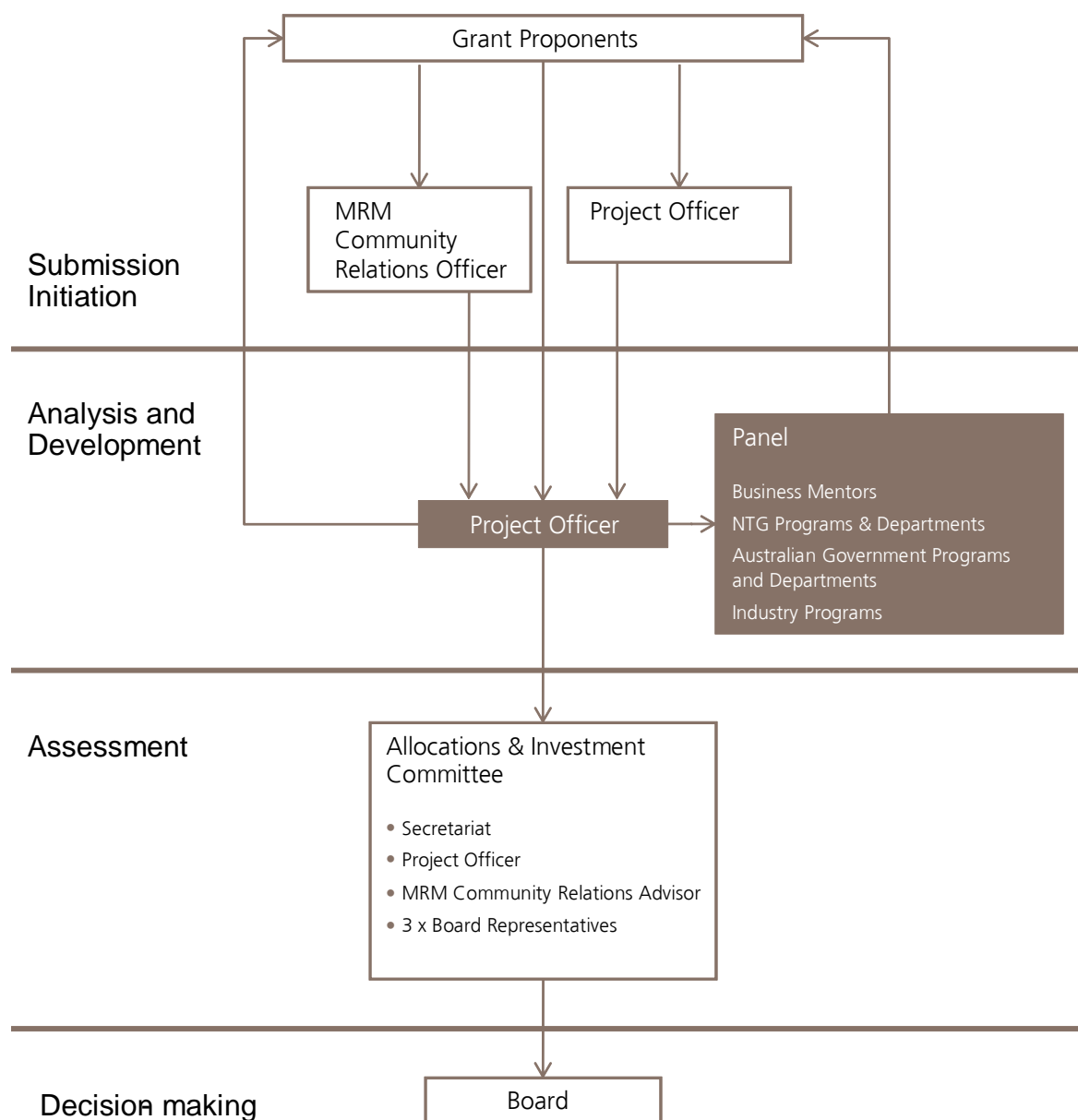
Secretariat

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.

Submission Review Process

The process for reviewing all submissions was further developed in 2009. It is now depicted as follows.



Appendix A. Summary of Community Development Planning 2011

ENTERPRISE DEVELOPMENT AND JOB CREATION

| Target for 2027 | What we have to do to achieve this | Identified Needs for 2011 | Context and constraints | 2011 Priority |
|--|---|---|---|---|
| Above national average employment levels | Support the diversification of the local economic base to build new business and employment opportunities | To support local people to get started in business in order to make the most of the opportunities that people can see coming. They need support to develop their capability as business managers and help in planning and establishing a new business. | Significant infrastructure investment in Borroloola providing immediate opportunities for new business or business expansion. Territory Growth Town planning underway. Availability of commercial and residential accommodation and unencumbered land an issue. | Establish a Business Incubator office through which economic support services and development programs are provided, particularly focused on establishing or developing local businesses to support the planned infrastructure development in the region. |
| Sustainable average of 20% Indigenous workforce participation at MRM | Improve retention and development of Indigenous trainees Continue to take in 20 trainees per annum | MRM Indigenous Employment and Training program | | MRM Indigenous Employment and Training program |
| Increase local procurement | Increase local procurement by MRM | Identify procurement needs | | Provide support for the business planning and establishment of a new business to be identified based on mine procurement needs. |

ENVIRONMENT

| Target for 2027 | What we have to do to achieve this | Identified Needs for 2011 | Context and constraints | 2011 Priority |
|--|---|---|-------------------------|---|
| Sustainable environment preserved and celebrated | Support the health of the McArthur River and Gulf | Better understanding of what is meant by "environment" and what can be done by the Trust. | | To review plans for the beautification of the Borroloola entry precinct as part of the town plan and identify a specific project within this that is relevant for the Trust to support. |

EDUCATION

| Target for 2027 | What we have to do to achieve this | Identified Needs for 2011 | Context and constraints | 2011 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 | Currently there are no options available to young people who were unable to succeed within the current education environment. These young people need something that will help them learn and get jobs. | Pre-school services have been improved in the past year. Investments are being made in VET infrastructure in Borroloola and school facilities in Robinson River. Clear job pathways are required. | |
| Above national average literacy scores | Increased attendance and retention within education and training programs | 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. Increased school attendance and retention within education and training programs by providing support to parents and students. | | 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 | Context and constraints | 2011 priority |
|--|---|---|--|--|
| Safe community that offers a standard of living and lifestyle equivalent to recognised major regional centres. | <p>Support the implementation of the Alcohol Management Plan and associated services</p> <p>Support the establishment of new community facilities providing entertainment and healthy lifestyle options</p> | <p>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.</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>Lack of available land for development.</p> <p>Lack of funding for local Regional Community Development role under Roper Gulf Shire Council structure.</p> <p>Alcohol Management Plan for Borroloola to be finalised and implemented.</p> | Establish necessary infrastructure or support services associated with the Alcohol Management Plan's implementation. |

HEALTH

| Target for 2027 | What we have to do to achieve this | Identified Needs for 2011 | Context and constraints | 2011 priority |
|--|---|--|---|---|
| Above national average key health indicators | <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> | To know what the current health needs are. | <p>Second GP appointed to Borroloola Health Clinic.</p> <p>Borroloola Renal Unit now operational.</p> <p>Youth sport developing as a way of promoting a healthy lifestyle</p> | Identify a specific specialist health need within the community and seek a qualified visiting program (such as optometry, dentistry or gynaecology) eg Fred Hollows Foundation. |

ART AND CULTURE

| Target for 2027 | What we have to do to achieve this | Identified Needs for 2011 | 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>Lack of commercial and residential accommodation.</p> <p>Lack of available land for development.</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> |