

McArthur River Mine
**Community
Benefits Trust**



Annual Plan 2015

3 July 2014

McArthur River Mining Community Benefits Limited

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

Executive Summary

The MRM Community Benefits Trust Annual Plan provides the strategic overview for intended activities and operation of the Trust during the 2014-2015 financial year. Its preparation is founded on the objectives, charitable purpose and commitments of the Trust as specified within our legal governance framework.

This year, significant changes underway within the public sector and internally within the Trust's structure which are influencing the strategy and investments. These include:

- Australian Government review of Indigenous Affairs to refocus budget and portfolio management to 5 broad based programs: jobs, land and economy; children and schooling; safety and wellbeing; culture and capability; remote Australia strategies.
- Northern Territory Government review of Indigenous Education which recommends changes to the structure, resourcing and curriculum of remote schools including the gulf region.
- Progress on the Multipurpose Community Centre with a business plan now completed, potential manager engaged and development planning advanced.
- Proposed shift in financial status of the Trust to register for GST and potentially, claim back input tax credits generating more funds available for investment.
- Proposed alternative strategy for the Trust to support enterprise development using the holding company, McArthur River Mine Community Benefits Limited and enabling direct investments in business development.

Consultation was conducted with the community between April and June 2014 including engagement through local Boards and organisations and two open meetings. This consultation tested previous priorities identified under Trust planning and sought new ideas on the needs of the community. We greatly appreciate the openness and participation of local residents in informing this planning.

Many ideas were raised with a few consistent themes running through the results as priorities. This plan provides insights into all needs identified. Those captured in the table below against the Trust commitments reflect the priorities.

Commitments	Priority
Enterprise and job creation	<p>Complete the review of the Trust's enterprise development strategy including a regional economic development plan to inform and guide investments in this area.</p> <p>Establish a mechanism for supporting and nurturing micro-businesses sought to be established by local individuals including education in business.</p> <p>Prioritise the development of a local private bus service which could support sports programs, school, shopping, training and employment.</p> <p>Further develop and execute planning for a community based pre-employment program linked with the RJCP Community Action Plan and aiming to get local people into local, sustainable jobs and meet people's interests in regard to practical training, workplace expeditions and community projects such as 'Rubbish Recycle Round Up'.</p>
Environment	<p>Develop the Gurdanji Ranger program to participate in land care, feral weed and animal management, biodiversity monitoring and environmental rehabilitation at MRM and neighbouring properties in the Gurdanji country.</p>

Education	<p>Continue to support the investigation and establishment of a program to engage youth in secondary schooling which may include a student hostel associated with the Borrooloola School (subject to NTG policy direction).</p> <p>To develop opportunities to formalise cultural learning particularly for adolescents.</p>
Social and Community Development	<p>Continue to support programs that focus on youth diversion and engagement to reduce violence, crime and substance abuse.</p> <p>Actions to address conflict management in the community eg Council of Elders.</p> <p>Continue to develop the Multipurpose Community Centre as a focal point particularly for youth programs.</p>
Health	<p>Support the development of a range of allied health and wellbeing programs for the region:</p> <ul style="list-style-type: none"> • Men's and Women's Health • Alcohol and other drugs • Youth counselling, mental health and suicide prevention
Culture and Art	<p>Continue to support the development of a long term vision for art and culture in the gulf region particularly in relation to the proposed Keeping Place by the Waralungku Arts.</p>
MRM target of 20% workforce participation	<p>Conduct a workplace expedition at MRM to make youth aware of job opportunities in mining.</p>
One new local business per annum to supply the mine	<p>Note: The Gurdanji Ranger Program noted above under 'Environment' is being developed by MRM and Gurdanji Traditional Owners for this purpose.</p>

Consultation also raised a number of other matters relevant for the consideration of the Trust and organisations associated with it. These include questions regarding the appointment of local Directors, how individuals can obtain support from the Trust for enterprise development, and ideas for improvement of communication channels. Some feedback received also related directly to government services or programs and will be shared with the relevant authorities. Actions pertaining to this feedback have also been incorporated under the Operational Plan for 2015.

The unaudited financial position as at 2 July 2014 was a total of \$7.75 million in various bank accounts. This includes \$4.15 million held under separate auspices for the planned Multipurpose Community Centre in Borrooloola. Current commitments based on grants approved as at 26 June 2014 are \$1.35 million.

The total cash position in 2015 is estimated to be \$3.59 million including the \$1.35 million to be invested annually by MRM. The actual amount available for grant investment is subject to Board decisions regarding a contingency amount to be reserved for future flexibility.

Trust Foundations

Objectives

- 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.

Charitable purpose

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.

Commitments

- 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
- Community-based package of social and economic programs benefiting: enterprise and job creation; environment; education; social and community development; health; culture and art.

Regional Focus

- Supports a region comprising 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.

Sources:

Agreement between McArthur River Mining Pty Ltd and Northern Territory of Australia, 7 July 2007; and Trust Deed, between McArthur River Mining Pty Ltd and Northern Territory of Australia and McArthur River Mine Community Benefits Limited (the Trustee), 7 July 2007

Context for Action

The following initiatives have influenced the priorities of the Trust for the 2015 financial year.

1. Australian Government review of Indigenous Affairs

In the 2014 federal budget, the government announced a raft of changes to the Indigenous Affairs portfolio cutting the budget by \$500 million over 5 years and replacing the existing 150+ government programs across 8 different agencies with 5 broad based programs. These are:

1. **Jobs, land and economy** - getting adults into work, fostering Indigenous business and assisting Indigenous people to generate economic and social benefits from effective use of their land
2. **Children and schooling** - getting children to school, improving education outcomes and supporting families to give children a good start in life
3. **Safety and wellbeing** - ensuring that Indigenous people are healthy and enjoy the emotional and social wellbeing experienced by other Australians
4. **Culture and capability** - supporting Indigenous Australians to maintain their culture, participate in the economic and social life of the nation and ensure that organisations are capable of delivering quality services to their clients
5. **Remote Australia strategies** - strategic investment in local, flexible solutions based on community priorities and remote housing and infrastructure.

These programs will be implemented gradually over the first quarter of 2014-2015 and include:

- Anticipated report on the review of Indigenous Training and Employment (Forrest Review)
- Merger of Indigenous Business Australia and the Indigenous Land Corporation
- Clarification of respective roles of state and federal government including through the revision of National Partnerships Agreements on remote service deliver, remote indigenous housing and 'Stronger Futures' in the NT.

From the Trust's perspectives, it would be valuable to obtain a full briefing on the changes and their potential impacts and influences on the gulf region from the local government business manager, Patrick Fleming.

It also means that new grant submissions received need to be tested against alternative available funding federally when the program fits within one of the above strategies.

2. Northern Territory Government review of Indigenous Education

On 14 May, the NT Government released the report '*A Share in the Future*' which recommends a major overhaul of indigenous education in the Territory.

The review recommends a raft of changes to the structure, resourcing and curriculum of remote schools such as the three in the gulf region (Borroloola School, Kiana School and Robinson River). These schools have been identified as Priority 1 – meaning they are regarded as being in areas of greatest disadvantage – and initiatives relevant to them include:

- Determining resource and support allocations for different categories of school based on factors of disadvantage and need
- Maintaining the 'Families as First Teachers' program and strengthen parent engagement
- Giving priority to ensuring all indigenous children gain English literacy
- Cessation of senior schooling (years 10-12) in Priority 1 schools

- Provision of most secondary schooling and all senior schooling at schools in Darwin, Taminmin, Palmerston, Alice Springs, Katherine, Tennant Creek and Nhulunbuy. Within 5 years, expectation is that most students from these schools will attend urban schools from at least Year 9 onwards.

This review has resulted in a request to the Trust to halt its work with the Borroloola School on a proposed student hostel until such time as the NT Government has determined the policy settings and implementation plan arising from the '*A Share in the Future*' report.

It will also be imperative in the future that any initiatives proposed to the Trust in relation to early childhood education, primary or secondary education or associated activities (eg sports programs that claim to enforce that children can only participate if they attend school) need to be tested with the Borroloola School Principle and against the school's strategic plan before the Trust decides on the grant request.

3. Progress on the Multipurpose Community Centre

During the 2014 financial year, the development of the \$4 million multipurpose community centre was advanced. The key milestones achieved have been:

- The site was secured and subdivision granted.
- Masterplan for the site has been refined under a Development Plan approved by the NT Department of Lands and Planning.
- YMCA has been identified as a potential manager of the centre under contract to the Trust and integrated with managing Borroloola Pool (under contract to the RGSC and Department of Education).
- A detailed business plan and indicative operational budget have been developed.

During the 2015 financial year, we expect the Development Approval to be lodged and approved allowing construction to begin on the centre. At the same time, final operational planning will be undertaken with the appointed manager including initial recruitment and training of local personnel.

The costs of these activities are expected to be fully covered by the funds invested for the purpose of this centre.

Accordingly, while we do not anticipate the Trust will be required to invest any grant funding into this development in 2015, future annual planning will need to be integrated with the forward budget planning for the centre and strategies to cover any operating loss position.

4. Advice on GST

Following concerns raised in 2014 regarding the tax treatment of grants advice has been sought from Trust auditors, Ernst & Young. This essentially found that if the grant recipient is registered for GST, then the Trust should be entitled to claim full input tax credits.

Essentially, this means the Trust could recover up to 10% of grant costs from the Australian Government and therefore have more funds available for investment in community programs.

This requires the Trust to register for GST and for all its documentation (Funding Agreements, Funding Submissions, Funding Guidelines) to be updated and for existing grant recipients to be informed of the new procedures. This change is planned to occur from 1 July 2014.

5. Alternative approach to enterprise development proposed.

At the December 2013 Board meeting, a discussion paper was presented proposing the Trust utilise MRM Community Benefits utilise its holding company, McArthur River Mine Community Benefits Limited, a company limited by guarantee, to drive our enterprise development objectives. The principal activity of the company is currently to act as trustee of the MRM Community Benefits Trust. It has zero assets or liabilities. We propose that it now develop a separate enterprise development arm which would act through joint venture and potentially independently to establish new businesses in the Gulf region.

We suggest the benefits of this approach to enterprise development are that we can:

- Diversify the range of people and private organisations directly involved in business and economic development in the region and through this, drive improved outcomes for the community
- Better integrate programs supported by the Trust and targeting education, pre-employment training and skills development within the community with a broader economic picture in mind
- Generate a revenue stream for the Trust which can increase the funds available for investment and support developments such as the multipurpose community centre which otherwise may not be financially viable long term.

The Board resolved that this concept had merit and should be further explored and developed for their consideration. In the 2015 financial year, it is proposed to undertake a regional economic planning and business planning exercise to further scope out the potential for this initiative and set a course of action for its implementation.

Community Engagement Activities

Consultation is undertaken each year to ensure the priorities outlined in this Plan are in line with community expectations and evolving needs. A draft 20 Year Plan for the MRM Community Benefits Trust was created in 2008 to guide immediate and long term funding priorities. The Trust's Annual Plan refines the higher level strategic outcomes identified by the community and translates them into priority actions.

The community engagement activities undertaken involve:

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

Consultation Program

Community visits conducted by project officers, IE Project, between April and June 2014 involved consultation on the Annual Plan through various forms of discussion.

Group meetings were held with:

- the Board of Mabunji Aboriginal Resource Assn Inc
- Mungoorbada Aboriginal Corporation
- Borroloola School Council
- MAWA Board
- Current grant proponents.

Two open meetings attracted good levels of interest and participation:

- 26 people attended a meeting hosted by the Northern Land Council on 8 May
- 18 people attended a meeting hosted by the Waralungku Arts on 9 May.

The agenda for all points of contact provided an overview of Trust commitments and current priorities and then involved discussion around the following questions:

- In relation to the 6 areas of focus under the Trust:
 - o Are there new needs of issues in the community that haven't been captured before?
 - o Are there new opportunities in the community that were not there before?
- What is your view of the priorities for the community in the next year?
- Are the needs identified in the past still relevant?

Identified community concerns and needs

The following tables provide 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.

Where relevant notes have been included where there is already action underway on ideas raised either through existing programs funded by the Trust or proposed.

Enterprise and Job Creation	
<p><i>Objective under 20 Year Plan:</i></p> <ul style="list-style-type: none"> - Support the diversification of the local economic base to build new business and employment opportunities - Sustainable average of 20% Indigenous workforce participation at MRM - Increased local procurement by MRM 	
Community feedback	Trust Project Officer notes or comments
<ul style="list-style-type: none"> - Access to Business Support Services in Borroloola to assist in enterprise education, scope possibility for social enterprise, and to act as a resource for start-up businesses in Borroloola. 	<ul style="list-style-type: none"> - People were particularly seeking assistance prior to commencing an Indigenous Business Australia or ABA process. - This priority could be factored into planning under the Trust's proposed new approach to enterprise development and the supporting regional economic planning.
<ul style="list-style-type: none"> - Opportunity for Micro-Finance options for small scale start-up businesses 	<ul style="list-style-type: none"> - People were seeking access to small funding for Business Start-Up and expenses related to employment and training were identified as an obstacle for Borroloola people. - Community members queried the possibility for the Trust to provide support, and/or financial subsidy for the development of a micro-finance loan scheme - Business mentoring
<ul style="list-style-type: none"> - 'Rubbish Recycle Round Up' as a social project to involve trainees and suspended school students in cleaning up the town and recycling aluminum cans 	<ul style="list-style-type: none"> - We understand this has been proposed as a community activity by the RJCP under its Community Action Plan in which case federal funding should be available.
<ul style="list-style-type: none"> - Access to employment opportunities in the Region 	<ul style="list-style-type: none"> - People are seeking practical training options in Borroloola - This is in line with the findings of our research project into the development of a community based pre-employment program. - This request is being factored into a subsequent submission which aims to progress this program.
<ul style="list-style-type: none"> - MAWA as a TO board to provide service to MRM, or for MRM to liaise and provide information regarding the services required and tender opportunities. 	<ul style="list-style-type: none"> - Housing Maintenance Training Project, or Road Maintenance project were specifically mentioned. - Again, we propose that this be factored into the regional economic planning in support of the enterprise development strategy.
<ul style="list-style-type: none"> - MRM Workplace Expedition at MRM for Borroloola Youth 	<ul style="list-style-type: none"> - This was considered an opportunity to gain exposure to the mining industry and workforce culture, and as a diversionary from the streets - This has also been factored into the design of the community based pre-employment program.

- A simulated work environment to be developed in Borroloola for training in general machinery operations and safety procedures, utilizing current assets, resources and stakeholders in Town.	- This has also been factored into the design of the community based pre-employment program.
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Environment	
<i>Objective under 20 Year Plan: Sustainable environment preserved and celebrated</i>	
Community feedback	Trust Project Officer notes or comments
- Junior rangers program to be involved with Gurdanji Rangers Program	- A submission has been received in June 2014 to support the establishment of the Gurdanji Rangers program. - The involvement in young people has been factored into the succession planning and development program for human resources.
- Gurdanji Rangers Landcare operating within the mining footprint and extended to Borroloola and the port.	- A submission has been received in June 2014 to support the establishment of the Gurdanji Rangers program. - Feedback from the community was that this would create the possibility for community/land owners to be more engaged with the activities of MRM, particularly with disturbance or rehabilitation. This enables community members to gain a sense of not being 'left out', for matters involving country. - There was also a desire for more transparency of information regarding land disturbance and care, feral weed and animal management, biodiversity monitoring and environmental rehabilitation.
- Support development and accessibility for Traditional Owners living in their homelands	
- Community Gardens project growing fresh foods for communal use: school, childcare, etc.	
- Community park or recreation area for social activities	- This type of social infrastructure would ordinarily be a local government responsibility.

Education	
<i>Objective under 20 Year Plan:</i>	
<ul style="list-style-type: none"> - Ensure access for the region to a comprehensive education system including Primary, Secondary Adult and Tertiary education and training - Above national average literacy scores 	
Community feedback	Trust Project Officer notes or comments
<ul style="list-style-type: none"> - Adolescent re-engagement in education and cultural heritage - Support for the adolescent age group is a critical priority 	<ul style="list-style-type: none"> - The aim is to develop an understanding and sense of belonging to the clan groups, how they relate to each other, country and the 'dreaming'
<ul style="list-style-type: none"> - Sporting initiatives must be linked to education and incorporate learning where possible. - The School should be involved in planning and organization of such programs. 	<ul style="list-style-type: none"> - This relates to the information provided under the 'Context' section of this plan. - It provides a prompt to Trust Project Officers to ensure new submissions for youth sports which relate to school attendance as a target or the use of the school oval have been developed in consultation and approval of the school.
<ul style="list-style-type: none"> - Support the development of an organized structure to deliver cultural learning 	<ul style="list-style-type: none"> - The idea was raised to support a co-ordination point in Borroloola, working alongside the school and operated by Elders from each clan group. - The development of the proposed Keeping and Sharing Place by Waralungku Arts Centre and within the Multipurpose Community Centre campus provides a potential venue for this learning.
<ul style="list-style-type: none"> - Youth Hostel as an independent living quarters for those participating in training, work or study - A focus on the middle school students to emphasize the benefits of completing secondary schooling 	<ul style="list-style-type: none"> - This relates to the information provided under the 'Context' section of this plan regarding the NT Government's Indigenous Education Review. - Further action on the proposed youth hostel will take into consideration advice of the NT Government's policy response to this review.
<ul style="list-style-type: none"> - Promoting the completion of secondary schooling and further learning 	<ul style="list-style-type: none"> - This is similarly related to the NT Government's Indigenous Education Review.
<ul style="list-style-type: none"> - Scholarship Bursary, to support individuals who are interested in further learning, outside of the training programs on offer, such as a Cert 3,4 in Business or to obtain specific licensing 	<ul style="list-style-type: none"> - This comes within the remit of Gulf Savannah as the Regional Jobs in Community Program provider. - It is also factored into planning for the community based pre-employment program.
<ul style="list-style-type: none"> - Continued support for the Breakfast Program 	<ul style="list-style-type: none"> - The Trust has supported the Breakfast Program either directly through the school or via The Smith Family for 6 years.

Social and Community Development	
<i>Objective under 20 Year Plan: Safe community that offers a standard of living and lifestyle equivalent to recognised major regional centres.</i>	
Community feedback	Trust Project Officer notes or comments
<ul style="list-style-type: none"> - One of the most pressing priorities is for more diversionary solutions for youth who are at a high-risk for violence, crime and substance abuse 	<ul style="list-style-type: none"> - There seems to be minimal support for the adolescent group who are disengaged from school, culture and social participation. - The adolescent has been identified as highly vulnerable members of the Borroloola community - People are concerned with the 13 -16year old age group 'in the streets' and are determined to address the youth delinquency - A facility to occupy youth during the late evenings with activities, as a diversionary project will support social development and deter anti-social behaviour - This needs to be factored into planning for the Multipurpose Community Centre
<ul style="list-style-type: none"> - A youth exchange with external groups such as Junior Rangers, Norforce, Boot Camp etc. 	
<ul style="list-style-type: none"> - To reserve and equip a space in the community as a safe and supervised environment for youth. Such as 'Youth Shack' facility for night activities 	
<ul style="list-style-type: none"> - Rehabilitation initiatives to support individuals to re-socialise with family and community, breaking the negative cycle 	
<ul style="list-style-type: none"> - A regular community transport service to support wellness and accessibility to essential services, particularly for the elderly and immobilized 	
<ul style="list-style-type: none"> - Support for housing developments on traditional homelands to address the housing crisis in Borroloola 	<ul style="list-style-type: none"> - The issue of over-crowding has been identified as a critical factor to all aspects development in Borroloola, and underpin the various social challenges
<ul style="list-style-type: none"> - Establishment of a Council of Elders to address conflict management and social issues. - Training and conflict mitigation were identified as a critical need to address violence in Borroloola, as an underlying barrier to positive community development. 	<ul style="list-style-type: none"> - Violence in Borroloola is strife and identified as a major disruption to participation in work and training, social harmony and community development

Health	
<i>Objective under 20 Year Plan: Above national average key health indicators</i>	
Community feedback	Trust Project Officer notes or comments
<ul style="list-style-type: none"> - To seek assistance to develop and implement an effective alcohol management plan as a foundation to address the many social issues in Borroloola. 	<ul style="list-style-type: none"> - The NT Governments 'Prescribed Areas' legislation has caused difficulty for community people who suffer with alcoholism, causing migration into communal 'bush' areas which promote a range of anti-social drinking behaviours, and add to the 'social exclusion' - Members of the community believe that a designated area for alcohol consumption may be an adverse solution but is a realistic attempt to acknowledge the complexity of addiction, so that it can be managed responsibly and away from communal areas, for the safety and health of families and children.
<ul style="list-style-type: none"> - A community-based prison release transitional program connected to employment/training; assisting with rehabilitation, and alcohol withdrawal process to address the increase of repeat offenders in Borroloola 	<ul style="list-style-type: none"> - We need to check if this is part of the RJCP's Community Action Plan.
<ul style="list-style-type: none"> - It is necessary to resource the clinic with Aboriginal Health Workers, a Borroloola based doctor in residence and improved renal equipment. 	<ul style="list-style-type: none"> - General shortage of health services, wait times and inconsistent patient care (different health care professionals coming in on rotational basis) is a major concern and is consistently raised as a pressing priority.
<ul style="list-style-type: none"> - Co-ordination of existing services for alcohol and substance abuse, to improve access and reliability of their services. Such as AMSANT, AOD, AMITY etc. 	
<ul style="list-style-type: none"> - There is a need for a Driver Education program and for training in Borroloola to assist individuals to reinstate driving licenses that have been disqualified for driving offences 	
<ul style="list-style-type: none"> - Support the development of a men's health facility. 	<ul style="list-style-type: none"> - There is work underway on establishing a Men's Health and Well-being space in the Rumburriya facility. The Project Officers are assisting 2 local community members who are driving it this development with support for direction and planning and integration with other associated local services.

Culture and Art	
<i>Objective under 20 Year Plan:</i> Borroloola to be a centre for Indigenous arts and culture for the Roper Gulf region	
Community feedback	Trust Project Officer notes or comments
<ul style="list-style-type: none"> - Development of 'The Keeping Place' was an important initiative and continuous priority for the community - Further support for cultural preservation initiatives would be welcomed. 	<ul style="list-style-type: none"> - It is perceived, that 'cultural intellectual property' of Borroloola such as language, stories, anthropological/historical studies, land ownership details, artefacts and other cultural components are restricted to the people in Borroloola, by those governing bodies collecting such material. - It is a priority that the 'Keeping Place' serve to address these issues and restore where possible, the 'cultural intellectual property' of Borroloola. - The Trust has already approved a grant to support the next stage of the Keeping Place's development.
<ul style="list-style-type: none"> - The possibility to explore a community based insurance system to establish a funeral benefits fund, for the costs associated with a funeral, particularly returning to country or to transport key family members involved in the cultural burial protocol 	<ul style="list-style-type: none"> - In Aboriginal culture, death and the burial process is as significant as life and the birthing process, therefore are crucial to social and emotional wellness, cultural preservation and identity.

General feedback

In addition to this information on the needs and priorities within the community, consultation also identified a number of issues relevant to the Trust and other parties.

1. Appointment of Directors

During discussions with senior community members at the Arts Centre, an issue of community representation on the Trust board was raised. There was a clear desire for a democratic election of Indigenous Directors to give people with an interest in the Trust, an opportunity to participate. There was also an interest in seeing more frequent turnover of Directors to enable more people to have an opportunity to be involved.

Additionally, it was requested these community board members be supported to have a clear understanding of their role and responsibilities as a board member and should be engaged in leadership or governance training and other capacity building activities, to enhance their contribution to the board and to equip them with the skills for effective community liaison between the Trust and the people they represent in Borroloola.

Under the Trust Constitution (clause 18.1(b)), there are two opportunities for local representation on the Board:

1. One Director nominated by the Community Members by resolution passed by a simple majority at a Community Members meeting.

2. One Director nominated by each of the four Indigenous Members of the Trust (the four language groups). Nominations to these positions are made by the respective Indigenous Members “in such manner as it decides is appropriate but provided written evidence of such nomination is provided to the company”. The custom has been that Directors representing the local Indigenous Members are nominated via MAWA.

Under the Constitution, there is no provision for a fixed term for Directors. While there is provision for them to be appointed, resign or removed, their term as Directors is open-ended.

At the Board meeting on 26 June, the Directors considered this feedback and resolved to invite community observers to meetings of the Allocations and Investment Committee as a way of participating in the decision-making for the Trust and so they may better understand how recommendations on grants are debated.

2. Grass-roots involvement

There is a growing level of interest amongst community members to participate in programs supported by the Trust. This includes people with an interest in submitting for Trust grants, particularly for small business enterprise development objectives.

However, many felt constrained by the fact they do not yet have registered businesses or governance structures necessary for receipting or managing grants. As a result, community-based activity has been directed through four primary organisations – MAWA, Mabunji, Malandari Properties and Mungoorbada.

This feedback will be factored into the challenges to be addressed by the business plan being developed under the Trust’s revised enterprise development strategy.

3. Communication channels

People acknowledged the extent of consultation conducted by the Project Officers both on a monthly basis and as part of the development of this Annual Plan. Other than these points of contact however, there is a low level of information sharing about Trust activities in the region.

In the past year, the Trust has attempted to improve communication through:

- Community Bulletins following each meeting more widely distributed within the community and to Directors including placement in *Borrooloola Matters*
- Signage around the community posted on all projects, infrastructure and activities supported by the Trust.

This is in addition to:

- Quarterly articles in *Memorandum* produced by MRM and distributed locally
- Information provided at the MRM Community Reference Group meetings
- Requests within the Funding Agreements that all grant recipients acknowledge the support of the Trust when they promote their programs.

However, there was an interest expressed in hearing information shared by the local Directors representing the community. People felt it is important for this verbal communication to happen amongst the leaders represented on the Board and within their families and communities.

In light of this feedback:

1. The Trust's local Directors will continue to work to spread information verbally about the work of the Trust, new and current programs supported and their progress.
2. The Project Officers will develop more visual ways to promote the range of work the Trust eg a poster including photographs of current programs supported which could be displayed in the community and used in conversations during their visits in the community.

4. Government programs

There were a number of matters raised through the consultation which pertain specifically to Roper Gulf Shire Council, Northern Territory or Australian Government services. These are in relation to business support services, employment and training programs, education, parks, primary health services and housing development.

This Annual Plan will be provided with representatives of these three levels of government in order to share the feedback from the community.

Proposed activities in furtherance of the Commitments

Based on the previous commentary regarding the current operating context and the consultation outcomes, the following priorities have been identified for the 2015 financial year.

Commitments	Priority
Enterprise and job creation	<p>Complete the review of the Trust's enterprise development strategy including a regional economic development plan to inform and guide investments in this area.</p> <p>Establish a mechanism for supporting and nurturing micro-businesses sought to be established by local individuals including education in business.</p> <p>Prioritise the development of a local private bus service which could support sports programs, school, shopping, training and employment.</p> <p>Further develop and execute planning for a community based pre-employment program linked with the RJCP Community Action Plan and aiming to get local people into local, sustainable jobs and meet people's interests in regard to practical training, workplace expeditions and community projects such as 'Rubbish Recycle Round Up'.</p>
Environment	<p>Develop the Gurdanji Ranger program to participate in land care, feral weed and animal management, biodiversity monitoring and environmental rehabilitation at MRM and neighbouring properties in the Gurdanji country.</p>
Education	<p>Continue to support the investigation and establishment of a program to engage youth in secondary schooling which may include a student hostel associated with the Borroloola School (subject to NTG policy direction).</p> <p>To develop opportunities to formalise cultural learning particularly for adolescents.</p>
Social and Community Development	<p>Continue to support programs that focus on youth diversion and engagement to reduce violence, crime and substance abuse.</p> <p>Actions to address conflict management in the community eg Council of Elders.</p> <p>Continue to develop the Multipurpose Community Centre as a focal point particularly for youth programs.</p>
Health	<p>Support the development of a range of allied health and wellbeing programs for the region:</p> <ul style="list-style-type: none"> • Men's and Women's Health • Alcohol and other drugs • Youth counselling, mental health and suicide prevention
Culture and Art	<p>Continue to support the development of a long term vision for art and culture in the gulf region particularly in relation to the proposed Keeping Place by the Waralungku Arts.</p>
MRM target of 20% workforce participation	<p>Conduct a workplace expedition at MRM to make youth aware of job opportunities in mining.</p>

One new local business per annum to supply the mine	Note: The Gurdanji Ranger Program noted above under 'Environment' is being developed by MRM and Gurdanji Traditional Owners for this purpose.
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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 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

Financial Position

Below is the unaudited financial position as at 2 July 2014.

Position as at 2 July 2014	\$
Cash-at-bank	
- Account 192509	898.87
- Account 194010	1,295,439.51
- Account 204004 Multipurpose Community Centre	50.91
- Account 204274 Multipurpose Community Centre	4,152,924.20
- Account 212362 Term Deposit	2,300,467.80
Total cash-at-bank	7,749,781.22
Less approved grant funding not yet paid (based on schedule presented to Board on 26 June 2014) <i>(Note: Funding for all grants is defined under a payment schedule agreed with each grant proponent as part of their Funding Agreement and released when milestones or reporting obligations are met.)</i>	(1,349,468.40)
Less Multipurpose Community Centre funding	(4,152,975.11)
Total commitments	(5,502,443.51)
Plus MRM contribution for 2014	1,350,000.00
Net funds estimated to be available during 2015FY *	3,597,337.71

*Please note, from the net funds available, consideration needs to be given to:

- Directors' desire to have a contingency amount reserved for future flexibility. A fixed amount for this contingency has not yet been agreed as at the date of this Plan.
- Term deposit conditions and fees including the term itself and disincentives to early exit.

Financial and Non-financial Contributions

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

MRM Financial contributions

Item	Description	Cost (\$)
Annual commitment	MRM's annual contribution to the Trust	\$ 1,350,000
Board travel costs	Flights and Accommodation costs	As required

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

MRM Non-Financial contributions

Item	Description	Cost (\$)
Project Officer	Operational, travel and accommodation costs incurred by project staff.	\$144,000
Community Relations Support	Assistance in planning and co-ordination of the Trust's activities.	As required
Meeting Support	Catering, transport and meeting costs incurred by Trust activities at MRM and in Borroloola	As required

MRM will report on the actual incurred value of the financial and non-financial contributions on a six monthly basis.

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 instalment of \$1,350,000 in advance to Trust Fund	MRM to Trustee	31 October
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	Project Officer	Quarterly
Audited financial accounts	Secretariat	31 August annually
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.	Project Officer	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 2014 including deadlines for applications and meeting timetables	Project Officer	July 2013
Proactively seek submissions from potential proponents for priority programs	Project Officer	Ongoing
Identify new initiatives or grant programs relevant to the Trust objectives, which may be an additional source of financial or non-financial resources	Project Officer	Ongoing

Support and assess grant submissions and make recommendations to the Allocation and Investment Committee as per the Submission Review Process	Project Officer	Quarterly
ENGAGEMENT		
Action	Who	Timing
Implement community communication plan, including a process to publicise approved projects, significant outcomes, and the Trust charter	Project Officer	Ongoing
Ongoing review Community Members list, update if required, and seek new Community Members if appropriate	Project Officer	Ongoing
Review Indigenous Members list, update if required, and seek new Indigenous Members if appropriate	Project Officer	Ongoing
Continuation of program of regular visits to the region for meetings with stakeholders	Project Officer	Ongoing
Formal consultation program supporting the development of the Annual Plan 2015	Project Officer	March-May 2014
Review and update list of new initiatives or grant programs relevant to the Trust purpose, and develop a process for leveraging relevant initiatives or grant programs to assist in the achievement of Trust objectives	NTG	Quarterly
MONITORING AND PLANNING		
Action	Who	Timing
Liaise with all grant proponents to receive regular reports as required under the reporting schedule	Project Officer	As scheduled
Review of performance of 2014 Annual Plan	MRM, NTG & Trustee	By 30 Sept. 2014
Annual Review of MRM's 2014 performance of obligations	MRM & NTG	By 30 Sept 2014
Trustee to report on Reviews	Trustee to MRM & NTG	By 31 Dec 2014
Prepare Annual Plan for 2015	Project Officer	30 June 2014
Trustee to submit Annual Plan for 2015 to MRM & NTG	Project Officer	31 July 2014

ACTIONS ARISING FROM CONSULTATION

Action	Who	Timing
Chair to write to MAWA, RGSC, NTG, Australian Government, to advise on the outcomes of consultation relevant to their programs and providing a copy of the Annual Plan 2015.	Chair	By 31 July 2014
Trust Directors to provide feedback to their community following each Board meeting on the status of existing programs and new grants approved.	Directors	Ongoing
Develop a photo based poster of current activity in the community on a 6 monthly basis.	Project Officer	July and January annually
Register for GST and finalise procedure for review of submissions, financial reporting (BAS) and management.	Secretariat	10 July 2014
Seek a briefing with the Australian Government business manager on how changes in federal policy and programs create opportunities or challenges for the Trust.	Project Officer	By 30 August 2014