

McArthur River Mine
**Community
Benefits Trust**



Annual Plan 2014

5 August 2013

Table of Contents

Executive Summary.....	3
Objectives.....	6
1.1 Agreement objectives	6
1.2 Charitable purpose	6
1.3 Commitments	6
Regional Focus	6
Context for Action	7
Community Engagement Activities.....	9
Proposed activities in furtherance of the Commitments	13
Key Performance Indicators.....	14
Financial Position.....	15
Operational Plan.....	17
Roles and Responsibilities	19
Appendix A: Summary of Community Development Planning 2014.....	21

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 the strategic overview for intended activities and operation of the Trust during the 2013/2014 financial year. Its preparation is founded on the objectives, charitable purpose and commitments of the Trust as specified within our legal governance framework.

Ultimately, the 2012/2013 financial year was one of extraordinary change for the Trust. The factors impacting on performance included:

- Change in Trust Officers – both the Project Officer and Secretariat have changed in early 2013 which has unfortunately, led to delays in progressing planning priorities and grant submissions while new officers are transitioned into the roles.
- Change in Government in the Northern Territory which put a temporary hold on some government initiatives and programs relevant to the Gulf regional community and Trust endeavours.

Notwithstanding these changes, progress on the priorities identified by the 2013 Annual Plan has varied. Some have been relatively slow due to the resource and capacity constraints of the Project Officer while others led by local proponents have continued to progress.

Consultation conducted by the new Trust Project Officers with the community in May 2013 has indicated there remain a need and a desire for many of the priorities identified under the 2013 Annual Plan to be progressed. This consultation has also refined some of the thinking particularly around:

- Need to focus on both youth and adult education and employment opportunities
- Desire for a broader vision for culture and art long term
- The critical issues with youth in the community and the need for improved diversionary programs for those at risk.

Accordingly, this 2014 Annual Plan rolls forward some of the commitments made in the 2013 plan and refines others based on the results of community consultation.

Commitments	Priority
Enterprise and job creation	To support the development of a broader diversity of jobs within the region associated with key infrastructure projects being planned and targeting both youth and adult employment: <ul style="list-style-type: none">- Multipurpose Community Centre- residential housing developments- alternative accommodation options in Borroloola, e.g. motel- road maintenance and improvement- shipping operations

Environment	<p>Ongoing support for the implementation of the Barni-Wardimantha Awara report as a Yanyuwa Caring for our Country initiative following business planning funded by the Trust in 2012.</p> <p>Initial scoping of a land-based ranger development program with Gurdanji and other interested groups.</p>
Education	<p>Continue to support the investigation and establishment of a youth and/or student Hostel to be associated with the Borroloola School.</p> <p>Support programs that engage with families and parents and encourage them to support their children's education.</p>
Social and Community Development	<p>To support community needs for improved:</p> <ul style="list-style-type: none"> - public and private housing options; - public transport services; - youth and recreation programs and facilities particularly focused on youth at risk - families and adults.
Health	<p>Support the development of a range of 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>Support the development of a long term vision for culture and art within the region including all forms (language, stories, visual and performing arts and events) and all needs (education, protection, commercialisation and development).</p>
MRM target of 20% workforce participation	<p>Support the MRM Indigenous Pathways to Employment Strategy to sustain local employment as the mine expands.</p>
One new local business per annum to supply a product or service to the mine	<p>Ongoing priority to provide support for the business planning and establishment of a new business to be identified based on mine procurement needs.</p>

The priorities form the foundation of an action plan for the new Project Officers.

In addition, the internal governance priorities for the Trust in 2014 are to:

- Revise the roles of both the Secretariat and Project Officer to ensure a more streamlined approach to liaising with grant proponents and monitoring their performance under Funding Agreements
- Improve the systems and database management of all information held about the history of the Trust and grants supported and financial contributions
- Improve the timeliness of turnaround of grant submissions and where approved, Funding Agreements, to enable projects and programs to proceed.

The Trust has a surplus of unallocated funds from the 2013 financial year which is available for commitment in 2014. The cash position as at 30 June 2013 was \$8.3 million. This includes \$4.1 million under separate auspices for the planned Multipurpose Community Centre in Borroloola.

In total, the funds available for investment in grant programs in 2014 is \$3.8 million after taking into consideration MRM's annual financial contribution due in October 2013 and current commitments for which funding has not yet been released. This total figure though is subject to Board decisions regarding a contingency amount to be reserved for future flexibility and term deposit conditions and fees.

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:

- 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

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

For the Trust to be a success it must support initiatives and projects that work to achieve the long-term vision of the region. In the past, applications for grant funding have been received and supported for programs implemented in the recognised centres within the region: Borroloola, Robinson River, King Ash Bay.

Context for Action

Since undertaking the 2013 Annual Plan, new influences have emerged as opportunities for the Trust:

- As a part of the Local Implementation Plan process, the NT Department of Lands and Planning completed a review of the Borroloola Town Plan.
- The change in government has not changed the focus on Borroloola as centre for regional growth.
- A separate project has now been established and auspiced by the Trust for the development of a long awaited Multipurpose Community Centre in Borroloola. The expressed need identified by the community in previous consultation was for a centre the whole community could access as a sports venue, meeting place, for community functions and activities with a specific focus on youth. A total of \$4 million is now held in Trust for this development and a combined project team involving MRM, the Northern Territory Government and community has been formed.
- The MRM Phase 3 Development Project has been approved which extends the life of mine to 2038 and therefore extends the life of the Trust accordingly. This provides an additional 9 years of investment by the Trust to support the sustainable development of the community.
- In the December 2012 and April 2013 Board meetings, the Trust Directors took the opportunity to address outstanding commitments in order to gain a true indication of the funding available to the Trust for investment. Three commitments have been withdrawn as a result providing an additional \$2,026,940 for investment by the Trust:
 - Borroloola Streetscape Renewal Plan: A \$26,940 grant was approved in 2011 for Mabunji to progress a streetscaping plan for the beautification of the entry to Borroloola. Mabunji has indicated that it is no longer in a position to progress this initiative and it will not proceed.
 - Multipurpose Community Centre: An in-principle offer was made for a \$1 million grant to support this development. However since then, extraordinary grants of \$3.5 million from Xstrata plc and \$484,000 from the Northern Territory Government have been received. It was felt that the Trust's commitment of \$1 million would no-longer be required.
 - Business Hub: An amount of \$1 million has been previously discussed to support this development. While a submission has been received from a potential proponent of this development, no commitment has yet been made. Any future grant for this purpose will be based on an assessment of the detailed proposal received.

From a governance perspective, there has also been significant change:

- *The inability of Jane Lawton to continue in the role due to ill health.* Jane appointed Daniel Suggit and Charlotte Smith to caretaker roles up until December 2012. However, Daniel subsequently relocated interstate and Charlotte was unable to continue due to conflicting commitments. Accordingly, MRM, which is responsible for appointing the Project Officer, conducted a tender in early 2013 and appointed IE Project to the role commencing from April 2013. There has however, been unavoidable delays in responding to inquiries received and following up on current projects during the third quarter of this financial year.
- *The resignation of Louise Beilby as Secretariat.* Between February and July 2013, Sarah Moran has invested significant time in ensuring all financial arrangements, funding agreements and accounts are accurate and up to date, supported by Christine Hart. Subsequently, Phil Richards has been appointed by the NT Government to the Secretariat position.

The implications for Trust planning are:

- In light of changes in personnel, there has been insufficient time to properly conduct the level of community engagement normally undertaken for an Annual Plan. The new Project Officers have visited the community a number of times as at the date of this document, and are continuing to develop networks and contacts for information and advice locally.
- The changes revealed a need for significant work to be undertaken on the governance of the Trust to ensure systems, procedures and databases are effectively managed and maintained.
- There is a case to roll forward those commitments under the 2013 Annual Plan which have not been fully actioned in light of the extraordinary circumstances.

Community Engagement Activities

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

A draft 20 Year Plan for the MRM Community Benefits Trust was created in 2008 to guide immediate and long term funding priorities. The Annual Plan for the Trust continues to refine the higher level strategic outcomes identified by the community.

The vision was again confirmed through the 2013 consultation process.

“To Create A Vibrant, Thriving, Healthy Region by 2028”

The community engagement activities undertaken involve:

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

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

Consultation Program

The community visits conducted by the new project officers, IE Project, in May 2013 represented their first meetings with the community since their appointment in April 2013.

Given the early nature of the relationship between IE Project and the community and the time available before the end of the financial year, in depth consultation with an equitable and broad cross section of the community was not feasible.

Instead, consultation has been limited to:

- Attending the MRM Community Reference Group meeting on 13 May
- Focus group meeting with community organisations
- Meetings with all current grant recipients located within the Gulf region
- Meetings with key individuals within the community.

Identified community concerns and needs

The following table provides a summary of the identified community needs arising from the consultation program in 2012 and tested with the community in 2013. 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.

They also capture input from the Trust Directors at the board meeting of 1 August 2013.

Identified need	Preliminary ideas	Consultation/s period identified
Enterprise and job creation		
Develop skills and experience outside the mining sector and focus on new jobs that will come available with infrastructure developments planned	<ul style="list-style-type: none"> • Extend VET in schools program to include community development training to meet the need for new human services which are proposed for Borroloola • Secure building apprenticeships for housing construction • Provide building and property maintenance training opportunities for business hub and multipurpose centre. • Ensure training in road repair and maintenance is available within the region. • Opportunities and access to adult education linked to employment • Shipping operations associated with Carpentaria Shipping Services. 	<p>2012</p> <p>2013</p> <p>2013</p>
Environment		
Monitor and support the various programs underway in the Gulf Region	<ul style="list-style-type: none"> • Support for the implementation of aspects of the Barni-Wardimantha Awara Report as a Caring for our Country initiative. • Gurdanji Rangers program to be developed 	2012
Culture and Art		
Improve education of young people in the culture of local groups	<ul style="list-style-type: none"> • Extend Song Peoples project to engage with young people. Follow up previous proposals in regard to documenting stories of local language groups 	2012

Caring for and sharing art and cultural heritage of the Region	<ul style="list-style-type: none"> • Consolidate art and culture in the Region with a long term vision of a central facility where items of cultural significance can be shared in the Region. 	2013
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Identified need	Preliminary ideas	Consultation/s period identified
Education		
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.	<ul style="list-style-type: none"> • Establishment of a Youth/Student Hostel for young people participating in education and training. 	2010/11, 2011/12
Improved participation and educational outcomes	<ul style="list-style-type: none"> • Education involving parents and families to introduce learning from an early age 	2013
Social and community development		
Youth-specific mental health, substance abuse, counselling, suicide prevention and recreation facilities and services	<ul style="list-style-type: none"> • Develop a youth wellbeing strategy with key government agencies and non-government organisations for the Gulf region, 	2011/12
Progress the building of the Sports and Community Centre where it is accessible to the community	<ul style="list-style-type: none"> • Ongoing support for the establishment of the indoor sport/community centre and complementary infrastructure (Note: This project is now subject to separate grants by Xstrata plc and the Northern Territory Government auspiced by the Trust) 	2010/11, 2011/12
Activities for Youth	<ul style="list-style-type: none"> • Increased activities to engage youth • Diversionary programs for youth at risk 	2013
Families and Adults	<ul style="list-style-type: none"> • Need support and guidance on being parents, role models. 	2013

Health		
Expanded Primary Health Care Provision across the region	Support the development of a range of health and wellbeing programs for the region: <ul style="list-style-type: none"> • Men's and Women's Health • Alcohol and other drugs • Youth counselling, mental health and suicide prevention 	2011/12, 2013

Proposed activities in furtherance of the Commitments

Priorities for 2014 have been considered based on earlier consultations and the continued community discussions throughout 2013, the identified concerns and needs of the community, the resources and funding available, the preliminary ideas have been evaluated and priorities recommended based on all commitments for the Trust. These priorities will be the focus of activity for the Project Officer in the coming financial year.

Commitments	Priority
Enterprise and job creation	To support the development of a broader diversity of jobs within the region associated with key infrastructure projects being planned and targeting both youth and adult employment: <ul style="list-style-type: none"> • Multipurpose Community Centre • residential housing developments • alternative accommodation options in Borroloola, e.g. motel • road maintenance and improvement • shipping operations.
Environment	Ongoing support for the implementation of the Barni-Wardimantha Awara report as a Yanyuwa Caring for our Country initiative following business planning funded by the Trust in 2012. Initial scoping of a land-based ranger development program with Gurdanji and other interested groups.
Education	Continue to support the investigation and establishment of a youth and/or student Hostel to be associated with the Borroloola School. Support programs that engage with families and parents and encourage them to support their children's education.
Social and Community Development	To support community needs for improved: <ul style="list-style-type: none"> • public and private housing options; • public transport services; • youth and recreation programs and facilities particularly focused on youth at risk • families and adults.
Health	Support the development of a range of health and wellbeing programs for the region: <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	Support the development of a long term vision for culture and art within the region including all forms (language, stories, visual and performing arts and events) and all needs (education, protection, commercialisation and development).

MRM target of 20% workforce participation	Support the MRM Indigenous Pathways to Employment Strategy to sustain local employment as the mine expands.
One new local business per annum to supply a product or service to the mine	Ongoing priority to provide support for the business planning and establishment of a new business to be identified based on mine procurement needs.

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

The Trust has a significant surplus of unallocated funds from the 2013 financial year which is available for commitments in 2014.

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.

Position as at 30 June 2013	
Cash-at-bank	
- Account 192509	\$256,550.60
- Account 194010	\$562,207.52
- Account 204004 Multipurpose Community Centre	\$50.75
- Account 204274 Multipurpose Community Centre	\$4,088,442.52
- Account 194037 Term Deposit	\$1,116,564.11
- Account 212362 Term Deposit	\$2,214,701.22
- Term Deposit	\$2,004.49
- Withholding Credits (to be released)	\$22,517.00
Total cash-at-bank	\$8,263,038.21
Less approved grant funding not yet paid <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>	(\$1,755,843.59)
Less Multipurpose Community Centre funding	(\$4,088,493.27)
Total commitments	(\$5,844,336.86)
Plus MRM contribution for 2013	\$1,350,000.00
Net funds available (as at 30 June 2013)	\$3,768,701.40

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 installment 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 2013 Annual Plan	MRM, NTG & Trustee	By 30 Sept. 2013
Annual Review of Trust's 2013 activities	Trustee	By 30 Sept. 2013
Annual Review of MRM's 2013 performance of obligations	MRM & NTG	By 30 Sept 2013
Trustee to report on Reviews	Trustee to MRM & NTG	By 31 Dec 2013
Prepare Annual Plan for 2015	Project Officer	30 June 2014
Trustee to submit Annual Plan for 2015 to MRM & NTG	Project Officer	30 June 2014

Roles and Responsibilities

We have undertaken a full review of the roles of the Project Officer and Secretariat in order to support the effective engagement of new people to these roles. The responsibilities, deadlines and performance of both the Secretariat and Project Officer roles should be read in conjunction with the previous section 'Operational Plan'.

In simple terms, the Project Officer is focused on assisting grant proponents and their projects. The Secretariat is focussed on helping the Trust Board and Committees.

Project Officer

A detailed position brief has been prepared for the Project Officer. In summary, the Project Officer is responsible for:

- Consulting with the Gulf regional community to gain input into the priorities and needs for the Annual Plan and feedback on how grant programs are running
- Identifying, developing and managing programs which support the achievement of the Trust's objectives and its Annual Plan
- Advising grant proponents to help them develop strong program plans which can be successfully and practically implemented
- Managing Funding Applications from when received through to assessment, Board consideration and if approved, the development of Funding Agreements
- Following up grant recipients on reporting and results of their projects through milestone and annual reporting needs
- Providing a report to the Board on Project Officer activities at each meeting.

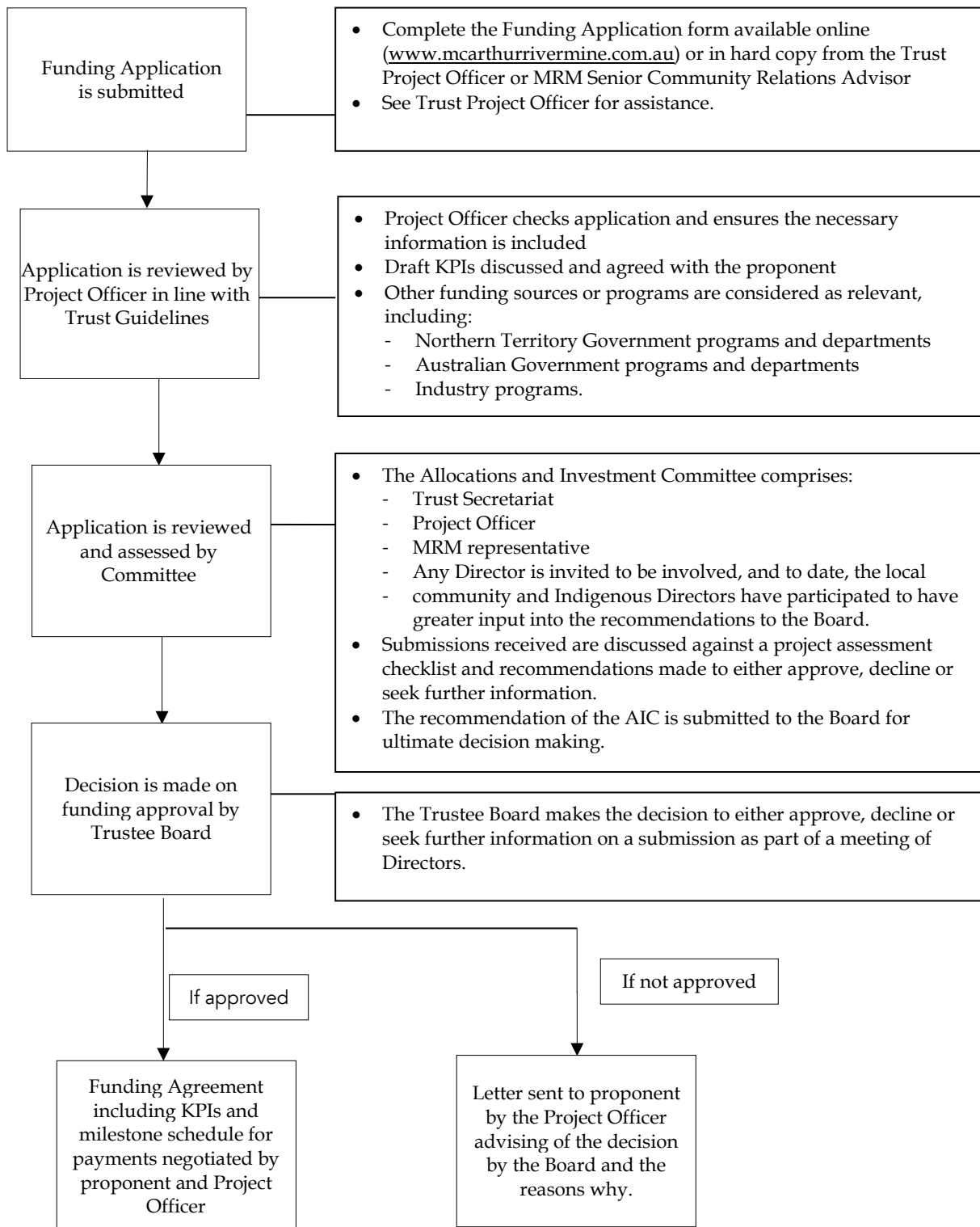
Secretariat

The Secretariat is responsible for:

- Organising Trust Board and Allocations and Investments Committee meetings including agendas, reference papers or reports, Director's travel and logistics
- Preparing the minutes of Board and Committee meetings
- Producing a Secretariat report for each Board meeting
- Managing all payments in relation to grants and other Trust business, the financial accounts and commissioning an annual financial audit
- Managing all correspondence to the Trust Board
- Keeping the records of all grants, financial transactions, and reports so that the history of the Trust is filed in a safe and secure environment.

Funding Application Review Process

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



Appendix A: Summary of Community Development Planning 2014

ENTERPRISE DEVELOPMENT AND JOB CREATION				
Target for 2027	What we have to do to achieve this	Identified Needs	Context and constraints	2014 Priority
Above national average employment levels	Support the diversification of the local economic base to build new business and employment opportunities	Develop skills and experience outside the mining sector and focus on new jobs that will come available with infrastructure developments planned	<p>Significant infrastructure investment in Borroloola providing immediate opportunities for new business or business expansion.</p> <p>NT Government action under Local Implementation Plan for Borroloola.</p> <p>Availability of commercial and residential accommodation now identified.</p>	<p>To support the development of a broader diversity of jobs within the region associated with key infrastructure projects being planned and targeting both youth and adult employment:</p> <ul style="list-style-type: none"> • Multipurpose Community Centre • residential housing developments • alternative accommodation options in Borroloola, e.g. motel • road maintenance and improvement • shipping services

Sustainable average of 20% Indigenous workforce participation at MRM	Improve retention and development of Indigenous trainees	MRM Indigenous Employment and Training program	Full review of program required to improve work readiness, recruitment, retention and role of MRM's Indigenous Employment Coordinator.	Support the MRM Indigenous Pathways to Employment Strategy to sustain local employment as the mine expands.
Increase local procurement	Increase local procurement by MRM	Identify procurement needs	Phase 3 Development Project creating opportunities for increased procurement needs. Detailed planning and assessment of increased procurement needs for goods and services to be conducted with a view to identifying local opportunities.	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	Context and constraints	2014 Priority
Sustainable environment preserved and celebrated Environment	Support the health of the McArthur River and Gulf	Monitor and support the various programs underway in the Gulf Region	Second grant for the Barni-Wardimantha Awara strategy committed in September 2012. New grant for West Island Turtle Camp supported September 2012. MRM Biodiversity Offset program potentially creating demand for support from a Gurdanji Ranger group.	Ongoing support for the implementation of the Barni-Wardimantha Awara report as a Yanyuwa Caring for our Country initiative following business planning funded by the Trust in 2012. Initial scoping of a land-based ranger development program with Gurdanji and other interested groups.

EDUCATION				
Target for 2027	What we have to do to achieve this	Identified Needs	Context and constraints	2014 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	Improved participation and educational outcomes	Grant support for Department of Education and Training Strong Start, Bright Future program will be in its final year of initial 3 year partnership. There is an opportunity to review this program with a view to assessing its continuation. Introduction of adult VET program through Strong Start, Bright Future, has been proposed.	Support programs that engage with families and parents and encourage them to support their children's education.
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.		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	Context and constraints	2014 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>Youth-specific mental health, substance abuse, counselling, suicide prevention and recreation facilities and services</p> <p>Progress the building of the Sports and Community Centre where it is accessible to the community</p> <p>Activities for Youth</p>	<p>Alcohol Management Plan for Borroloola yet to be finalised and implemented.</p> <p>Multipurpose Community Centre development being project managed with a view to opening by December 2014.</p> <p>Youth and recreation programs supported by a grant to MAWA in December 2012 for mobile lighting towers to enable more night time sporting activities and by the planned multipurpose community centre.</p> <p>Inquiries made into housing development opportunities.</p>	<p>To support community needs for improved:</p> <ul style="list-style-type: none"> • public and private housing options; • public transport services; • youth and recreation programs and facilities particularly focused on youth at risk • families and adults.

HEALTH				
Target for 2027	What we have to do to achieve this	Identified Needs	Context and constraints	2014 Priority
Above national average key health indicators Health	<p>Have a clearer understanding of the health needs across the region</p> <p>Support the provision of specialist medical services to address high needs.</p>	Expanded Primary Health Care Provision across the region	<p>GP, Dr Steve Betheras recently left the community.</p> <p>Various proposals being discussed regarding new pharmacy services in Borrooloola.</p>	<p>Support the development of a range of 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

ART AND CULTURE

Target for 2027	What we have to do to achieve this	Identified Needs	Context and constraints	2014 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>Improve education of young people in the culture of local groups</p> <p>Caring for and sharing art and cultural heritage of the Region</p>	<p>Significant grants committed for arts and culture purposes in recent years supporting dance, song and language preservation and protection and visual arts commercialisation. These include the grants committed in December 2012 for:</p> <ul style="list-style-type: none"> - Extension of the Song Peoples Project through Gulf Country Museology - Artback NT program for Indigenous traditional cultural event support. <p>There is a need to bring all of this action and investment together into a coordinated and integrated strategy in order to leverage greater, sustainable benefits for the community.</p>	<p>Support the development of a long term vision for culture and art within the region including all forms (language, stories, visual and performing arts and events) and all needs (education, protection, commercialisation and development).</p>