



McArthur River Mine Community Benefits Trust

Three-Year Plan 2026 - 2029



McARTHUR RIVER MINE
COMMUNITY BENEFITS TRUST



Version Control

Version	Date	Org.	Personnel	Notes
1	10 Sept 2025	Plan C	Jim Gleeson Marilyn Trad Sam Carrick	Draft presented to the Board
2	8 Dec 2025	Plan C	Jim Gleeson Patrick Sankey	Fine edit, updated values

Cover image: Jirribilyi CBT Development Render (Source: Bennett Architecture)



Executive Summary

The purpose of the Community Benefits Trust *Three-Year Plan* is to guide planning for, and delivery of, community needs, aspirations, opportunities and benefits for the focus region of the Trust - the Borroloola and Robinson River Region over the next three years (2026 to 2029), focusing on the six focus areas of the Trust:

1. Culture and art
2. Social and community development
3. Education
4. Enterprise development and job creation
5. Environment
6. Health

In addition to its ongoing **grants program**, a number of **CBT-led projects and programs** are funded by the Trust. It is through these two streams that the Trust delivers community benefits to the region.

The *Three-Year Plan* guides decisions on how the Trust should allocate grants and identify proactive CBT-led programs and projects to focus on. The plan proposes six strategies as a pathway to achieving the community's aspirations. These have been developed through ongoing engagement with the local community and key stakeholders, including directors of the CBT, as well as reviewing aspirations from previous planning.

Following recent significant investment into the establishment of Gulf Youth and Community Services (GYCS), the Trust is committed to supporting GYCS over the next three years, as well as the development of Jirribilyi (the CBT Development) – a \$24 million mixed-use development in Borroloola including retail, commercial, community and accommodation use.



Project Example – 'Four Clans'

'Four Clans' was a major exhibition of works by Yanyuwa, Garrwa, Marra, and Gudanji artists supported by Waralungku Arts in Borroloola and presented at the Godinymayin Yijard Art Centre in Katherine. More than 30 paintings and carvings were shown – including the centrepiece of a collaborative mural-sized canvas inspired by senior artist Jack Green and his conversations with other Elders, entitled 'Four Clans'.


The project was supported by the MRM Community Benefits Trust.

Source: [Aboriginal Art Directory](#); Photo: Benjamin Warlungundu Ellis



Strategies:

The strategies reflect all six focus areas of the Trust.

	EMPOWER AND SUPPORT LOCAL ARTS AND CULTURE
	SUPPORT SUSTAINABLE AND IMPACTFUL COMMUNITY DEVELOPMENT
	SUPPORT A BROAD RANGE OF EDUCATION OPPORTUNITIES
	PROVIDE ENTERPRISE AND ECONOMIC DEVELOPMENT OPPORTUNITIES
	CONTINUE TO SUPPORT PROJECTS AND PROGRAMS THAT BENEFIT THE ENVIRONMENT
	INVESTMENTS IN ACCESSIBLE PHYSICAL AND MENTAL HEALTH PROGRAMS



Plan on a Page

Arts & Culture

Priorities to Support:

1. Community-led delivery of arts and cultural events
2. Supporting local artists and preserving cultural practice and performance
3. Language centre

Strategy:

Empower and support local arts and culture.

Social & Community Development

Priorities to Support:

1. GYCS and youth-oriented programs and activities
2. Local infrastructure upgrades
3. New/revitalised infrastructure for community use,

Strategy:

Support sustainable and impactful community development.

Education

Priorities to Support:

1. Broad range of education and vocational training opportunities
2. Supporting young girls and women in educational opportunities
3. Continued support of the Academic Assistance Bursary

Strategy:

Support a broad range of education opportunities.

Enterprise development & job creation

Priorities to Support:

1. Local enterprise and employment opportunities through Jirribilyi
2. Initiatives which facilitate economic development and employment opportunities locally
3. Vocational training, work experience and apprenticeships, particularly for young people, young parents, and those struggling to access employment

Strategy:

Provide enterprise and economic development opportunities.

Environment

Priorities to Support:

1. Connection and care for Country
2. Supporting Rangers

Strategy:

Continue to support projects and programs that benefit the environment.

Health

Priorities to Support:

1. Infrastructure for health services and community wellbeing
2. Broad range of physical activity offerings
3. Mental health programs, particularly for young people

Strategy:

Investments in accessible physical and mental health programs



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1. Introduction

Overview and Background

The Community Benefits Trust (CBT) was formed in July 2007 under an agreement between McArthur River Mining (MRM) and the Northern Territory Government (NTG) to support the social and economic development of the Northern Territory Gulf region.

It is a charitable Trust which aims to:

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

The Trust's purpose 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.

The Trust Deed sets out the requirements of the Three-Year Plan, which is to be a high-level strategic activities plan formulated by the Trustee for a future period of three Financial Years. The Plan is informed by an ongoing process of community engagement, focussing on the Trust's key priority areas.

The Plan will assist delivery of the 20-year vision for Borroloola and surrounding region: to be a vibrant, thriving and healthy region by 2028.



Purpose of the Three-Year Plan

The purpose of the Community Benefits Trust Three-Year Plan is to guide planning for, and delivery of, community needs, aspirations and opportunities for the Borroloola and Robinson River region over the next three years (2026 to 2029), focussing on the six focus areas of the Trust:

- | | |
|-------------------------------------|--|
| 1. Culture and art | 4. Enterprise development and job creation |
| 2. Social and community development | 5. Environment |
| 3. Education | 6. Health |

The Three-Year Plan will then guide decisions on how the Trust should allocate grants and identify proactive projects to focus on.

Annual Priorities

The Three-Year Plan is supported by an Annual Priorities document, which is prepared every 12 months to identify the focus projects and activities of the Trust for the following year. This document is informed by the aspirations outlined in the Three-Year Plan but will provide more details in terms of identified projects – both CBT-led and grants – and allocate a budget to the priorities.

The Annual Priorities will be confirmed at the November board meeting of each year.

Community Benefits Trust Board of Directors

The Board of Directors of the McArthur River Mine Community Benefits Trust (CBT) formally adopted an updated and amended Constitution in July 2022. The changes allow for greater local community representation and majority local Aboriginal decision making on Trust investments by doubling representation of the four language groups represented on the Board – Marra, Garrwa, Gudanji and Yanyuwa.

The board is represented by 14 directors:

- 8 directors representing the four language groups (2x4)
- 2 directors representing the local community
- 1 Northern Territory Government (NTG) director
- 1 Northern Territory Government appointed independent director
- 1 MRM director
- 1 MRM appointed independent director.

The Board of Directors make all decisions on how the funding is to be invested.



Constitutional requirement	Director	
Eight Directors representing Indigenous Members	Noel Dixon Garrwa Traditional Owner	Corrine Coombes Garrwa Traditional Owner
	Samuel Evans Marra Traditional Owner	Emily Evans Marra Traditional Owner
	<i>Vacant</i> Yanyuwa Traditional Owner	Elizabeth Gillett Yanyuwa Traditional Owner
	Alan Baker Gudanji Traditional Owner	Nikita Baker Gudanji Traditional Owner
Two Directors elected by Community Members	<i>Vacant</i>	Marlene Karkadoo
Two Directors nominated by MRM, including one independent	Mark Furlotte General Manager McArthur River Mine	Mike Burgess Independent Director
Two Directors nominated by the Northern Territory Government, including one independent	Thomas Archbold-Manning Regional Executive Director, Territory Regional Coordination – Big Rivers, Department of Chief Minister and Cabinet	Sharon Hillen Independent Director



Planning Approach

Community Planning is about the processes involved in bringing the community together, exploring and understanding their goals and aspirations and developing and agreeing on a future direction and pathways to achieve a future vision.

The approach to this *Three-Year Plan* has been adapted from the Oregon Model which utilises four stages of enquiry, including:

- Where are we now? (Current Reality);
- Where do we want to be? (Desired Future);
- How do we get there? (Action Planning); and
- Are we getting there? (Implementation and Monitoring)

A successful community plan is built from broad input from the community, via an inclusive engagement process that utilises several different engagement activities, in a range of locations that are convenient to the community.

The *Three-Year Plan's* structure identifies community aspirations and priorities for support, which informs the development of strategies and their associated actions, as well as priority projects. These are then achieved through the implementation framework.

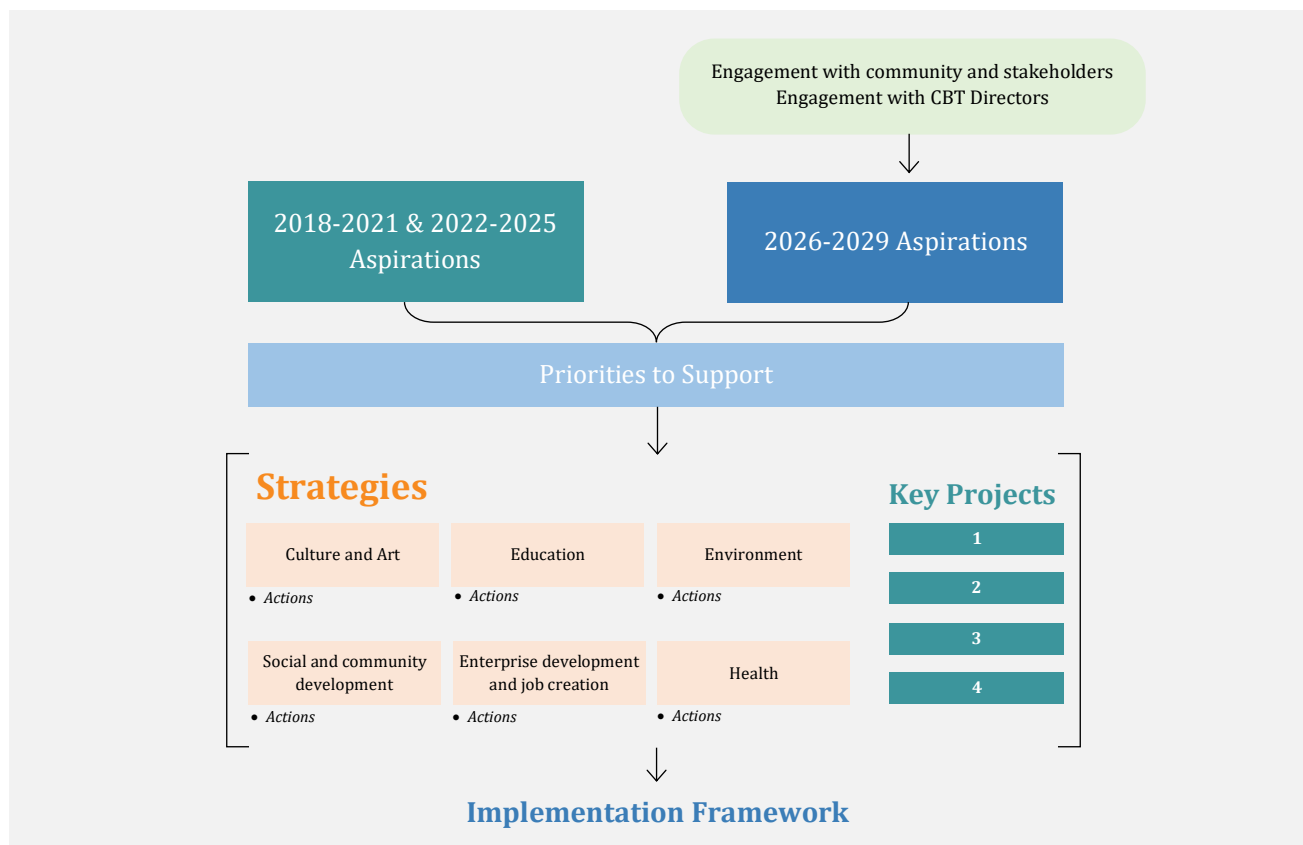


Figure 1: Plan Structure



The development of this Three-Year Plan involved the following activities:

- Review of:
 - Key activities and outcomes achieved by the Trust over the preceding three years
 - The previous 2 Three-Year plans
 - Strategic Action Plan for Youth Services 2022-25 Borrooloola and Robinson River
- Community and stakeholder engagement activities to generate ideas, opportunities and priorities, as well as identify new and/or refine project opportunities based on these outcomes.

Engagement

Project Officers undertake ongoing engagement with stakeholders to ensure priorities are still current and identify new areas of community need. This information is recorded in the Project Officer Report on a quarterly basis.

To inform the drafting of this Plan, further engagement was undertaken with key stakeholders and community members in Borrooloola, to hear their ideas, concerns and aspirations for the next three years. Community engagement activities included:

- Three key engagement opportunities/events:
 - Borrooloola Show and Rodeo
 - Malandarri Festival
 - Workshop at Borrooloola School
- Additional face to face meetings and yarning opportunities with community members, organisations and other stakeholders on an ongoing basis
- Email to stakeholders asking for their ideas
- Telephone conversations with stakeholders
- Facebook post promoting idea sessions and asking for ideas
- Posters put up in the community
- Online survey

These conversations highlighted community priorities across the 6 focus areas: Social and Community Development, Enterprise and Job Creation, Education, Health, Arts and Culture, and the Environment.

Key activities

Borrooloola Show and Rodeo:

Project Officers used large posters with colourful and informative graphics that initiated questions and conversations across all key priority areas. The posters allowed Project Officers to record and display ideas and aspirations as they occurred. Project Officers also incorporated incentives such as fishing lures and branded bucket hats for engagement that were specifically useful and exciting for locals.

Malandarri Festival:

At the Malandarri Festival, Project Officers engaged in an indirect and casual way by sitting and yarning, while weaving, with people (mostly women) of all ages. Project Officers were also able to stand with the community and experience traditional games, music and dance, while engaging in many meaningful conversations regarding the concerns and aspirations of the community.



Borroloola School Workshop:

A workshop at the Borroloola School, organised and facilitated by the Project Officers, captured many creative and well thought out requests from young people regarding their needs and hopes for improving social, healthy, active, and economically beneficial outcomes for the future. The staff were also particularly forthcoming with suggestions, especially concerning Jirribilyi which is located straight across the road.

Stakeholders:

Engagement has been undertaken with the following stakeholders to identify projects and activities to be supported by the Trust:

- Traditional Owners
- Borroloola School
- Mawurli and Wirriwangkuma Aboriginal Association (MAWA)
- Mabunji Aboriginal Resource Indigenous Corporation
- Waralungku Arts Centre
- Li-anthawirriyarra Sea Ranger Unit
- Roper Gulf Regional Council
- Mungoorbada Aboriginal Corporation
- NIAA
- Savannah Way Motel
- Seven Emu Station
- CBT Directors
- Maranbala Sea Country Ranger Unit
- Godinymayin Yijard Rivers Arts & Culture Centre (GYRACC)
- Gulf Youth and Community Services (GYCS)
- Community members
- McArthur River Mining
- John Moriarty Foundation
- Flinders University
- Monash University
- Robinson River School
- Local businesses and entrepreneurs
- Blackroo Community Indigenous Corporation
- Namultja Aboriginal Corporation
- Australian Indigenous Ministries
- Gudanji Yanyuwa Garrawa Marra (GYGM) Aboriginal Corporation



2. Key Achievements 2022-2025

Jirribilyi

Jirribilyi is a \$24 million mixed-use development including retail, commercial, community and accommodation use. It is being developed by the CBT to support economic development and entrepreneurship in the region and provide more services in an underserved community, planning to open in early 2027. At the time of writing the construction contract was out to tender.

The development will include:

- 3 commercial tenancies - Including Purple House Renal Dialysis, NTG Child and Family Centre and a NTG Services Hub
- 6 retail tenancies - including fitted out bakery, café and pharmacy. Three retail tenancies dedicated to supporting local business establishment.
- a community meeting space and language centre
- a youth and family programs precinct
- Accommodation for business operators and service providers.
- High-quality parkland and public spaces for improved community amenity



Jirribilyi is located on Yanyuwa Country in Borroloola. It is the name of an important man who was once a Traditional Owner of the Borroloola (Burrulula) area, associated with the Hill Kangaroo (nangurrbuwala) Dreaming. This name is sung in the song line (kujika) as it travels down the Batten Creek.

The CBT is investing in Borroloola Central to create space for community and economic activity and address the shortages of retail and commercial space in Borroloola which has limited creation of retail and commercial opportunities and services. The CBT will also be maximising local employment and supply opportunities for local community members who have aspirations to open a shop, business or service at Borroloola Central.

In 2025, Jirribilyi achieved 100% and financial close with joint funding provided by the CBT, NIAA and Federal Department of Health, totalling \$24 million. An additional \$5 million of financial support from the Northern Territory government has been supplied in updating local power supply to enable development to proceed.

Based on a social and economic evaluation undertaken by KPMG, the development is expected to provide a potential quantified social, cultural, economic and environmental benefit of \$5 million over an average year, or \$75.2 million over 15 years. Identified key benefits include improved access to services, improved health outcomes, business development opportunities, increased employment and training, more choice of goods, and providing a sense of place and social cohesion.



Gulf Youth and Community Services

Gulf Youth and Community Services (GYCS) is about supporting young people and community wellbeing in the region. Community members have consistently identified the needs of young people in Borroloola and Robinson River as their highest priority. In August 2023, the CBT initiated the establishment of a new stand-alone Youth and Community Program in Borroloola aimed at providing wellbeing programs and opportunities for local young people.

The program is led by Coordinator Steve McAllan who is supported by local Wellbeing Officers who deliver the programs which include health, sport and recreation, life skills, training and other activities in partnership with other organisations including Borroloola School Learning on Country Program and Roper Gulf Regional Council and other youth providers.

GYCS is now a standalone charity with a range of other funding partnerships and programs established to grow service provision. The CBT's on-going investment is to ensure the new entity is established to be sustainable, impactful and provides wellbeing outcomes to local young people and community members.

The CBT has contributed \$2 million in funding toward GYCS establishment including the purchase of vehicles and accommodation for GYCS staff. GYCS was established as a service based on extensive engagement with Elders and community and planning to ensure the program meets community needs and expectations.



Investment Category	Amount
Program Establishment	\$ 975,167.00
House Purchase	\$ 686,057.00
Vehicles	\$ 387,254.00
Grants	\$ 38,500.00
Total	\$ 2,086,978.00

Figure 2: CBT Investment in GYCS Establishment

GYCS now has significant ongoing operational funding which will support paid roles for 24 FT and PT staff, including funding through the NIAA Remote Jobs and Economic Development (RJED) program. The CBT is providing operational space for the GYCS Child and Family Centre and Youth Precinct within its Jirribilyi development to provide space for service provision which is currently lacking and unavailable.

Through GYCS, the Malandarri Festival is now also being produced and delivered locally. The CBT thanks Artback NT for their production of the festival over the past 10 years. The community has indicated very high support for the local production into the future and the CBT remains committed to its delivery.

Property Acquisition

Over the past three years the CBT has purchased 6 Searcy street, a 1.6 hectare site in central Borroloola which is the development site for Jirribilyi. In addition, the CBT purchased 38 & 40 Anyula Street Borroloola a residential property for the GYCS Coordinator accommodation, administration, and youth activities. This property is owned by the CBT and leased to GYCS.



Academic Assistance Bursary

The Academic Assistance Bursary provides funding to support secondary school students in Borroloola, Robinson River, Outstations and Town Camps attending school locally or elsewhere to purchase essential IT equipment (computers, laptops, tablets and accompanying supplies) for school. Over the past 3 years, the CBT has committed **\$176,927.69** to the Academic Assistance Bursary.

Establishment funding for Gudanji Yanyuwa Garrawa Marra Aboriginal Corporation

GYGM has been established by Traditional Owners in the Borroloola region to provide a not-for-profit governance structure for representation of the community and to receive benefits flowing from development of their traditional land, including business opportunities, community projects and financial assistance to those in need.



The key focus areas of GYGM include:

- Cultural Heritage Body
- Traditional Owners Economic Benefit Forum
- Traditional Owners Mining Forum
- Traditional Owners Mining and Rehabilitation Forum

\$1.3 million has been provided by the CBT to support establishment works.

Grant Spend

Over the past 3 financial years (2022-23 to 2024-25), the CBT has provided **\$3,249,571.92** (ex GST) in grant funding across the following categories:

Culture and Art	Social and Community Development	Education	Enterprise and Job Creation	Environment	Health
\$ 733,384.88	\$ 572,786.20	\$ 452,770.00	\$ 1,295,397.27	\$ 136,133.57	\$ 59,100.00



3. Aspirations, Priorities and Strategies

The aspirations and priorities for the *Three-Year Plan* are organised by the Community Benefits Trust six focus areas:



The Plan is structured in the following format:



Where are we now? – Previous Aspirations

Aspirations and outcomes identified from the previous two Three-Year Plans have been collated and analysed for each focus area, with analysis provided as to their achievement or relevance to the current Plan.



Where do we want to be? – Identified Aspirations & Priorities to Support

Aspirations for the next 3 years identified through engagement with community members and key stakeholders have been collated under each of the focus areas. Current aspirations, in addition to analysis of previous aspirations, inform the selection of 'priorities to support'.



Strategy & Actions

Strategies are developed to achieve the identified aspirations and priorities. These strategies are further elaborated with corresponding actions, and priority projects (which are expanded upon in section 4)





CULTURE AND ART

Malandarri Festival (Source: Benjamin WarIngundu Bayliss)

Culture and Art

Culture and Art are about supporting the sustainable growth of existing art and culture organisations in a way that promotes generational understanding of Indigenous culture and traditions and the establishment of sustainable culture-based businesses with tourism objectives.

Where are we now? – Culture and Art

The following table reviews the aspirations from the previous two Strategic Plans to inform the development of this plan.

To date, the CBT has funded **40 Culture and Art** projects at a value of **\$ 2,493,348.02 (ex GST)**.

Key:

Achieved

Partially Achieved

Not achieved /
not a focus for the CBT

Strategic Plan 2018-2021

Aspiration:

Status:

Preservation of culture and language	A range of grants provided to support local artists through Waralungku Arts as well as archaeological studies and programs
Youth radio station	Mabunji has established a radio station
Music program	Malandarri festival ongoing funding

Strategic Plan 2022-2025

Aspiration:

On-going support for the Waralungku Arts Centre	
Community events and activities that recognise and celebrate culture e.g., NAIDOC celebrations and Malandarri Festival	The CBT provides annual funding of \$50k to support local events in addition to annual funding to the Malanadarri festival which is being produced and delivered locally
Reviving and recording language	The Trust has funded several publications that support language
Ongoing support for Malandarri Festival	
Music Program and instruments	
Language and Cultural Centre	Space for language centre incorporated into Jirribilyi development
Youth Connection to culture	Supported through GYCS
Two Way Learning	Supporting a range of two-way learning programs through Borroloola school
Tourism opportunities	Will be supported through Jirribilyi
Preserving culture and recording stories with Elders	Supported publications and development of CBT publication guidelines
Research and recording of language through various mechanisms	Supporting publications
Photo book documenting / language and stories of Elders	Funded in principle by Trust but not yet delivered
Bush tucker / medicine	Locals are producing and selling bush medicines
Robinson River Arts Centre and artwork	Grants to support art at Robinson River through Waralungku Arts
Culture Camps	Supported by funding to GYCS and by other funding received by GYCS

Where do we want to be? – Culture and Art

The following table compiles the aspirations identified through engagement.

Identified aspirations:

Permanent language centre

Dedicated art space for young people to learn traditional practices such as weaving

Community-led events: Ongoing training and education are needed to support self-directed events such as the Malandarri Festival, ensuring young people and community members can take leading roles in its delivery.

Ongoing collaboration with Waralungku Art Centre to expand opportunities and support local artists

Preserving singing and dance with Elders and ensuring cultural practices are celebrated and passed on to future generations

Priorities to support:

1. Community-led delivery of arts and cultural events
2. Supporting local artists and preserving cultural practice and performance
3. Language centre



Strategy – Culture and Art



EMPOWER AND SUPPORT LOCAL ARTS AND CULTURE

Actions:

- Enable projects and initiatives which preserve cultural practices and support local artists
- Support training which enables local delivery of community and cultural events
- Support development of spaces and infrastructure for arts and cultural activities

This strategy looks to support and empower local artists to continue their practices and access opportunities to showcase and profit from their art, while also facilitating the preservation of important cultural and artistic practices, particularly pertaining to performance and language.

Localised delivery of arts events and programs will be promoted through the support of training opportunities to build local capability. Investment into infrastructure and spaces for artistic and cultural practice is a crucial step in preservation and facilitating economic development opportunities for artists and arts organisations.

Key Stakeholders to support Culture and Art

- | | |
|---|-------------------------------|
| • Elders, Traditional Owners, and community members | • Borroloola School |
| • Mabunji - Waralungku Arts | • Shellie Morris Foundation |
| • GYCS | • Roper Gulf Regional Council |
| | • Artback NT |





SOCIAL AND COMMUNITY DEVELOPMENT

Christmas Lights (Source: MAWA)

Social and Community Development

Projects that promote a higher standard of living by addressing issues such as overcrowding in local homes and welfare dependency and by providing services and facilities to foster a positive sense of community and town pride.

Where are we now? – Social and Community Development

The following table reviews the aspirations from the previous two Strategic Plans to inform the development of this plan.

To date, the CBT has funded **42 Social and Community Development** projects at a value of **\$ 7,348,428.05 (ex GST)**.

Key:

Achieved

Partially Achieved

Not achieved /
not a focus for the CBT

Strategic Plan 2018-2021

Aspiration:

Status:

Bus Service	CBT has purchased a bus for GYCS that is available for community hire.
Community Garden and plant nursery	
Short-term stay / emergency accommodation	
Community support and outreach	GYCS programs
Youth forum	GYCS Programs
Places for people to gather	Enhanced public space with high amenity being developed in Jirribilyi
Addressing housing overcrowding	
Community noticeboard	
Honour Board	
Men's space	

Strategic Plan 2022-2025

Aspiration:

CBT Development providing community spaces	Jirribilyi
Youth programs and activities	GYCS
Housing – major issue in the community	Not a focus for the Trust – role of government
Sport and recreation opportunities, particularly for young people e.g., football, softball, basketball, AFL	GYCS, John Moriarty Foundation
Community events and activities that align with significant days/events	GYCS Malandarri Festival, annual community event budget
Events committee	GYCS
Events trailer	
Town camp upgrades and infrastructure	
Tourism opportunities	



Playground	Jirribilyi
Footpaths and other amenity improvements	Jirribilyi
Rodeo grounds upgrades	Funds provided for upgrades
Showgrounds upgrades	
Bus service and other transport options – establishment of community bus service to cater for inter and intra community activities and events	CBT has purchased a bus for GYCS that is available for community hire.
Laundry	Delivered by Mabunji
Women's and men's spaces	GYCS providing young men's and women's activities
Community hub and meeting spaces	Jirribilyi
Funeral support – mental health support	
Upgrades to church	In progress
Infrastructure and upgrades at cemetery (funeral space)	
Continual and regular counselling services	GYCS future aspiration
Utilising existing infrastructure and buildings in community for other purposes	GYCS
Meeting places in town camps	
Lights on oval	
Recognition of people in the community contributing the social fabric and cohesion	

Where do we want to be? – Social and Community Development

The following table compiles the aspirations identified through engagement.

Identified aspirations:

Youth and Children's activities including hunting and fishing trips, camping on Country and structured recreational opportunities
Women's leadership, including empowerment programs for young women (12+), and opportunities to participate in leadership congresses and knowledge sharing
Cultural Infrastructure, including a permanent language centre at Jirribilyi to strengthen language and cultural learning
More shade and seating at the Rodeo grounds
Drop-in centre for administrative/technical support
Multipurpose space for community events such as graduations, funerals and cultural gatherings
Dedicated well-resourced facilities for funerals and sorry business, as well as maintenance and improvements to the Church and cemetery.

Priorities to support:

1. GYCS and youth-oriented programs and activities
2. Local infrastructure upgrades
3. New/revitalised infrastructure for community use, such as sorry business and meeting spaces



Strategy – Social and Community Development



SUPPORT SUSTAINABLE AND IMPACTFUL COMMUNITY DEVELOPMENT

Actions:

- Continue creating opportunities for young people to feel supported, empowered and engaged in their community
- Support development of spaces and infrastructure that facilitate programs and activities for community wellbeing
- Support local organisations and service delivery which enable high-impact community development outcomes in the area

Social and Community Development is an area that is often front of mind when in discussion with community members. The following five areas were highlighted as being high priority for all ages in the community.

- **Youth and Children's Activities:** Strong desire for safe and engaging weekend activities, including hunting and fishing trips with local guides, camping on Country, and structured recreational opportunities.
- **Women's Leadership:** Interest in leadership and empowerment programs for young women (12+), including opportunities to participate in leadership congresses and knowledge-sharing.
- **Cultural Infrastructure:** Support for a Language Centre at Jirribilyi to strengthen language and cultural learning.
- **Community Spaces:** Requests for more shade and seating at Rodeo Grounds, a drop-in centre for administrative/technical support, and multipurpose spaces for community events such as graduations, funerals, and cultural gatherings.

While GYCS will operate as an independent entity, the Social and Community Development strategy will continue to support and create opportunities designed to engage and empower young people in the community. Investment in the development, renewal and upgrading of infrastructure will facilitate key community development aspirations such as an administrative support hub, space for sorry business, and more sites for community development service delivery. Important organisations such as GYGM will continue to receive support to facilitate important and high-impact community development outcomes.



Key Stakeholders to support Social and Community Development

- Elders
- GYCS
- JMF
- Mabunji Aboriginal Resource Indigenous Corporation
- Mawurli and Wirriwangkuma Aboriginal Association (MAWA)
- Borroloola Gulf Show Society
- McArthur River Mine
- Robinson River Community
- Borroloola Community
- AFL NT
- Mungoorbada Aboriginal Corporation
- Roper Gulf Regional Council
- Borroloola Amateur Race Club
- Borroloola School Council
- Northern Territory Government





EDUCATION

Academic Assistance Bursary (Source: Borroloola School)

Education

Projects aimed at improving literacy, numeracy and commitment to learning from pre-school through to tertiary levels and to support greater pathways between vocational educational training and local employment and business opportunities.

The Trust has funded the Borroloola School Breakfast Program over the past 12 years which supports students in their education and is available to the broader community.

The CBT Academic Assistance Bursary provides funding to support secondary school students in Borroloola, Robinson River, Outstations and Town Camps attending school locally or elsewhere to purchase essential IT equipment (computers, laptops, tablets and accompanying supplies) for school. Over the past 3 years, the CBT has committed **\$176,927.69** to Academic Assistance Bursary.

Where are we now? – Education

The following table reviews the aspirations from the previous two Strategic Plans to inform the development of this plan.

To date, the CBT has funded **43 Education** projects at a value of **\$ 4,137,664.74 (ex GST)**.

Key:

Achieved

Partially Achieved

Not achieved /
not a focus for the CBT

Strategic Plan 2018-2021

Aspiration:

Status:

Vocational workshops in hairdressing, hospitality, music, singing, dancing, make-up, nails and beauty

For future action

Bicycle repair workshop

Supporting education

Supporting apprenticeships

MRM supports apprentices

Culture camps

Language teaching

Jirribilyi

Community Garden and plant nursery

Borroloola school developing this

Strategic Plan 2022-2025

Aspiration:

Youth programs and activities – supporting young people

GYCS

School Breakfast Program

Ongoing support

Academic Assistance Bursary

Provided by CBT

Family Fun Days – Two Way Learning – Teach young people outside the classroom and reviving the connection to Country

Funded by CBT

Nutrition education and meal provision

Breakfast program

Extra-curricular activities to support school attendance

GYCS

Culture camps

GYCS



Language preservation	
Sports and recreation activities	GYCS, JMF, activity providers
Apprenticeships and trade opportunities – job ready program and skills development	MRM
Emergency accommodation for young people	Not actioned
Vocational workshops in hairdressing, hospitality, music, singing, dancing, make-up, nails and beauty	In planning phase through GYCS
University support opportunities – bursary	
Hosting inspirational people in community	

Where do we want to be? – Education

The following table compiles the aspirations identified through engagement.

Identified aspirations:

Diverse learning and career options tailored to local needs
Targeted programs for girls and young women
Career training that prepares students for both local opportunities and external pathways

Priorities to support:

1. School Breakfast Program
2. Continued support of the Academic Assistance Bursary
3. Supporting young girls and women in educational opportunities



Strategy - Education



SUPPORT A BROAD RANGE OF EDUCATION OPPORTUNITIES

Actions:

- Support vocational and skills training opportunities for the whole community and for a diverse range of employment types
- Ensure young people are engaged and supported within their education, particularly young girls

Continued support of the School Breakfast Program and the Academic Assistance Bursary will help ensure students are well supported and equipped to tackle their studies.

The strategy also supports a future focus on supporting vocational training and educational opportunities for a wide range of career options to respond to the needs of the community and local economy.

Equal access to these training and education opportunities is also a key component of this strategy, with a particular focus on uplifting women and young mothers.

The strategy also includes a focus on supporting programs and initiatives which support and empower girls in their education, to ensure gender parity in the class, and equal access to opportunities beyond schooling.

Key Stakeholders to support Education

- | | |
|---|---|
| • Borroloola School and School Council | • Roper Gulf Regional Council |
| • Robinson River School | • Australian Government |
| • GYCS | • JMF |
| • Mawurli and Wirriwangkuma Aboriginal Association (MAWA) | • McArthur River Mine |
| • Community – Borroloola and Robinson River | • NT Government Department of Education |
| • Elders | |



An architectural rendering of a modern building with a large, leafy tree in the foreground. The scene is set in a courtyard with a paved walkway. Several people are depicted: a man walking in the distance, a group of people sitting on a low wall in the foreground, and a person standing near a bicycle on the left. The building has a flat roof and large windows. The overall atmosphere is bright and open.

ENTERPRISE AND JOB CREATION

Jirribilyi CBT Development (Source: Bennett Architecture)

Enterprise and Job Creation

Programs that promote employment and local business establishment and development to create a diverse local economy and sustainable job opportunities.

A key anchor for the Trust's investment in enterprise and job creation is its Jirribilyi development (see section 2 – Key Achievements).

Enterprise and job creation is an area that requires much support to be successful in providing opportunities for growth in townships and Community and the enabling infrastructure and support systems.

Through engagement Project Officers identified two main areas the Borroloola community aspire to improve over the next three years.

- Local Employment: Calls for more job opportunities for parents of young children and for young people entering the workforce.
- Pathways for Youth: Emphasis on creating structured work experiences, training, and small business opportunities to retain and engage young people in Borroloola.

Where are we now? – Enterprise and Job Creation

The following table reviews the aspirations from the previous two Strategic Plans to inform the development of this plan.

To date, the CBT has funded **45 Enterprise and Job Creation** projects at a value of **\$ 10,420,920.88 (ex GST)**. In addition to purchasing land and funding business case development, concept planning and grant applications, the CBT has committed **\$2.5m** as a co-contribution toward capital works and construction of Jirribilyi.

<u>Key:</u>	Achieved	Partially Achieved	Not achieved / not a focus for the CBT
Strategic Plan 2018-2021			
Aspiration:		Status:	
Vocational workshops in hairdressing, hospitality, music, singing, dancing, make-up, nails and beauty		For future action	
Bicycle repair workshop		MRM supports	
Supporting apprenticeships			
Trade school			
Work experience			
Infrastructure projects creating local jobs		Jirribilyi	
Strategic Plan 2022-2025			
Aspiration:			
Small business support		Jirribilyi	
Apprenticeships and trade training opportunities – job readiness		MRM supports	

Mine opportunities – literacy and numeracy support	MRM supports
CBT Development providing job opportunities both during construction and once developed	Jirribilyi
Local entrepreneur support through Many Rivers	No longer supported
Small business opportunities	Jirribilyi and support for emerging entrepreneurs
Vocational workshops in hairdressing, hospitality, music, singing, dancing, make-up, nails and beauty	For future action
Housing to support employment	Jirribilyi and Housing for GYCS staff
Tourism opportunities	
Work experience	
University bursary	

Where do we want to be? – Enterprise and Job Creation

The following table compiles the aspirations identified through engagement.

Identified aspirations:

More job opportunities

More young people entering the workforce

Creating structured work experiences, and small business opportunities to retain and engage young people in Borroloola

Priorities to support:

1. Local enterprise and employment opportunities through Jirribilyi
2. Initiatives which facilitate economic development and employment opportunities locally
3. Vocational training, work experience and apprenticeships, particularly for young people, young parents, and those struggling to access employment



Strategy – Enterprise and Job Creation



PROVIDE ENTERPRISE AND ECONOMIC DEVELOPMENT OPPORTUNITIES

Actions:

- Support the creation of more job opportunities in the local community
- Support initiatives and projects which enable equitable access to employment, particularly for young people and women

Continued support and development of Jirribilyi acts as a cornerstone of this strategy, as the precinct will support local enterprise and create employment opportunities for the local community.

The construction and operation of Jirribilyi provides significant employment opportunities and economic benefit for the area. The strategy looks to maximise the sustainability and accessibility of these benefits for the whole community through connecting Jirribilyi with local businesses.

The strategy also places a focus on supporting initiatives and programs which enable access to employment for young people and women.

Key Stakeholders to support Enterprise and Job Creation

- | | |
|---|---------------------------------|
| • Elders | • Northern Territory Government |
| • Traditional Owners | • McArthur River Mine |
| • Local entrepreneurs | • Waralungku Arts Centre |
| • Local businesses | • Tourism bodies |
| • GYCS | • Purple House |
| • Community | • Federal Department of Health |
| • Roper Gulf Regional Council | • NIAA |
| • Mabunji Aboriginal Resource Indigenous Corporation | |
| • Mawurli and Wirriwangkuma Aboriginal Association (MAWA) | |



An aerial photograph of a coastal landscape. A wide, winding river flows from the top left towards the bottom right. To the right of the river is a large, dark, irregularly shaped lagoon. The surrounding land is characterized by a complex, branching pattern of smaller waterways and wetlands, creating a textured appearance. The overall color palette is muted, with various shades of grey, brown, and teal.

ENVIRONMENT

Marranbala Sea Country (Source: Namultja Aboriginal Corporation)

Environment

Projects that support the sustainable development of industries such as eco-tourism and fishing, and the protection and preservation of Indigenous Country of cultural significance via Ranger programs. To date the CBT has provided funding to both the Li-anthawirriyarra Sea Ranger Unit and Marranbala Sea Country Ranger Unit

Where are we now? – Environment

The following table reviews the aspirations from the previous two Strategic Plans to inform the development of this plan.

To date, the CBT has funded **7 Environment** projects at a value of **\$ 969,061.57 (ex GST)**.

Key:

Achieved

Partially Achieved

Not achieved /
not a focus for the CBT

Strategic Plan 2018-2021

Aspiration:

Status:

Tree planting	Street trees and enhanced shade included in Jirribilyi
Bins in the community	RGRC
Support for Sea Rangers	CBT has supported a range of Sea Ranger programs
Bush tucker/ bush medicine	Local businesses make and sell bush medicines
Tourism	
Community garden	Borroloola School
Improved health of all water bodies in the region	
Junior sea rangers	

Strategic Plan 2022-2025

Aspiration:

More trees in the community – shade	Jirribilyi
Local nursery in the community	
Continue supporting Sea Rangers	
Community clean up days	MRM during Covid, RGRC
Can recycling	
Tourism	
Archaeology on Marra Country	Supported through grants to universities
Preservation of significant environmental areas	
Feral animal control	Support for vet desexing and animal welfare programs
Scrap metal clean up	Some support provided by CBT and RGRC

Where do we want to be? – Environment

The following table compiles the aspirations identified through engagement.

Identified aspirations:

Continue supporting projects and programs that benefit the environment

Priorities to support:

1. Supporting Rangers
2. Connection and care for Country

In discussion with community members regarding the key priority area of the Environment, all were happy for the CBT to continue to support established ranger groups and programs in the area.



Strategy - Environment



CONTINUE TO SUPPORT PROJECTS AND PROGRAMS THAT BENEFIT THE ENVIRONMENT

Actions:

- Maintain relationships and expand network of stakeholders engaged in projects and programs that benefit the environment in particular Rangers
- Support programs and initiatives which enable Traditional Owners to connect with and care for Country

The strategy recognises the importance of local environmental management and ranger groups in caring for Country and looks to continue supporting their activities.

Key Stakeholders to support Environment.

- | | |
|--|-------------------------|
| • Li-anthawirriyarra Sea Ranger Unit | • Elders |
| • Marranbala Sea Country Ranger Unit | • Traditional Owners |
| • Mabunji Aboriginal Resource Indigenous Corporation | • Community |
| • Namultja Aboriginal Corporation | • Northern Land Council |
| • GYGM | • Universities |
| • Borroloola School | • GYCS |
| • Northern Territory Government | |
| • Roper Gulf Regional Council | |





HEALTH

GYCS Football Trips (Source: Benjamin WarIngundu Ellis)

Health

Projects aimed at improving the health and well-being of the community including action to address drug and alcohol abuse, chronic diseases and provide access to affordable, healthy food.

Where are we now? – Health

The following table reviews the aspirations from the previous two Strategic Plans to inform the development of this plan.

To date, the CBT has funded **27 Health** projects at a value of **\$ 2,132,721.75 (ex GST)**.

<u>Key:</u>	Achieved	Partially Achieved	Not achieved / not a focus for the CBT
Strategic Plan 2018-2021			
Aspiration:		Status:	
Early detection and intervention			
Men’s health program			
Shade			
Drug and alcohol awareness training		GYCS	
Health outreach		Clinic trailer	
Health education and awareness		Clinic trailer	
Mental health support			
Strategic Plan 2022-2025			
Aspiration:			
Continue support for health clinic and expansion of their services		Various programs supported, clinic is being redeveloped and expanded via NTG funding	
Mental health support			
Grief counselling services			
Community clean up days			
Drug and alcohol education and awareness		GYCS	
Shade in town		Jirribilyi	
Nutrition		School breakfast program	
Youth education and support		GYCS Borroloola School	
COVID support packages		Provided by CBT	
Laundry service		Mabunji	
Animal Health		Vet Program	
Ongoing access to swimming pool		Remote Pools Project	
Sport facility upgrades and improvements		RGRC	
Sporting groups – softball, football – both men and women		Support for Borroloola Thunders and Strikers	

Where do we want to be? – Health

The following table compiles the aspirations identified through engagement.

Identified aspirations:

Annual mental health checks

Infrastructure for non-sport physical activities, such as BMX track, skate park, gym, TimeZone-style games centre, mini golf and laser tag

Supporting more sport and games in town, including a lit oval for evening games and training

Increased opportunity for girls sports

Development of a Men's shed

Private spaces for visiting health providers

Priorities to support:

1. Infrastructure for health services and community wellbeing
2. Broad range of physical activity offerings
3. Mental health programs, particularly for young people

The key priority area of Health was paramount in many community engagement opportunities. The following aspirations and needs were identified for the Borroloola Community, now and into the next three years.

- Physical Activity and Sport:
- Mental Health: Calls for annual mental health checks with students and broader community support, including the development of a Men's Shed.
- More sport and games in town, with investment in facilities such as a lit oval for evening games and training.
- Increased opportunities for girls' sports to improve equity.
- Infrastructure for non-sport activities, including a BMX track, skate park, gym, Time Zone-style games centre, mini golf, and laser tag.
- Health Facilities: Requests for private spaces for visiting health providers (e.g., Hearing Australia) in the new medical centre.



Strategy - Health



INVESTMENTS IN ACCESSIBLE PHYSICAL AND MENTAL HEALTH PROGRAMS

Actions:

- Support infrastructure and service delivery which address the physical and mental health of local community members and overall community wellbeing
- Support opportunities for community members to be physically active and improve their mental wellbeing in their daily lives

The strategy looks to improve health outcomes for the local community through investment in health service infrastructure and programs. This encompasses direct health services providers, as well as programs which support community wellbeing.

Enabling community members, particularly young people, to be physically active is a key component of the strategy, which will be achieved through supporting sports and physical activity programs and infrastructure.







Improving mental health outcomes is another key focus of the strategy, specifically looking at establishing regular mental health checks for young people, and improving access to mental health services for the community.

Key Stakeholders to support Health

- | | |
|--|--|
| • Borroloola Health Clinic | • Royal Flying Doctor Service |
| • GYCS | • Northern Territory Mental Health Line |
| • NT Health | • Borroloola School |
| • Northern Territory Government | • Aboriginal Medical Services Alliance |
| • Specialist outreach services in the Northern Territory | • Northern Territory – Aboriginal Community Controlled peak body |
| • CareFlight | |



Strategies Summary – Actions and Priorities

	EMPOWER AND SUPPORT LOCAL ARTS AND CULTURE <p>Actions:</p> <ul style="list-style-type: none"> • Enable projects and initiatives which preserve cultural practices and support local artists • Support training which enables local delivery of community and cultural events • Support development of spaces and infrastructure for arts and cultural activities
	SUPPORT SUSTAINABLE AND IMPACTFUL COMMUNITY DEVELOPMENT <p>Actions:</p> <ul style="list-style-type: none"> • Continue creating opportunities for young people to feel supported, empowered and engaged in their community • Support development of spaces and infrastructure that facilitate programs and activities for community wellbeing • Support local organisations and service delivery which enable high-impact community development outcomes in the area
	SUPPORT A BROAD RANGE OF EDUCATION OPPORTUNITIES <p>Actions:</p> <ul style="list-style-type: none"> • Support vocational and skills training opportunities for the whole community and for a diverse range of employment types • Ensure young people are engaged and supported within their education, particularly young girls
	PROVIDE ENTERPRISE AND ECONOMIC DEVELOPMENT OPPORTUNITIES <p>Actions:</p> <ul style="list-style-type: none"> • Support the creation of more job opportunities in the local community • Support initiatives and projects which enable equitable access to employment, particularly for young people and women
	CONTINUE TO SUPPORT PROJECTS AND PROGRAMS THAT BENEFIT THE ENVIRONMENT <p>Actions:</p> <ul style="list-style-type: none"> • Maintain relationships and expand network of stakeholders engaged in projects and programs that benefit the environment in particular Rangers • Support programs and initiatives which enable Traditional Owners to connect with and care for Country
	INVESTMENTS IN ACCESSIBLE PHYSICAL AND MENTAL HEALTH PROGRAMS <p>Actions:</p> <ul style="list-style-type: none"> • Support infrastructure and service delivery which address the physical and mental health of local community members and overall community wellbeing • Support opportunities for community members to be physically active and improve their mental wellbeing in their daily lives



4. Key Priorities

Jirribilyi

Jirribilyi will create space for community and economic activity and address the shortages of retail and commercial space in Borroloola which has limited creation of retail and commercial opportunities and services. On-going support of Jirribilyi through construction and operations will constitute a major component of the CBT's commitment to providing enterprise and economic development opportunities, all the way through to construction completion in 2027 and beyond.

An Indigenous Employment Plan (IEP) has been developed by the CBT which looks to promote and support local employment on the projects, with the CBT engaging an IEP Officer to deliver on the plan. The CBT will continue to engage interested locals and local businesses and support sustainable business establishment within Jirribilyi.

Considering the legacy of this project into 2029 and into the future, a social and economic benefits evaluation undertaken by KPMG assessed the potential economic benefits of the project to deliver \$859k per year, or \$12.9m over 15 years, with an additional <\$4m of potential social, cultural and environmental benefits per year as well.

GYCS

The CBT will continue to support GYCS. It has committed over \$2m in funding in the establishment phase and GYCS now has significant operational funding in place. The CBT will provide operational space and accommodation for GYCS in its Jirribilyi development and via purchase of accommodation for employees and service providers to GYCS programs.

Academic Assistance Bursary

The CBT will look to continue to support the Academic Assistance Bursary through to 2029 to ensure secondary school students in the community continue to have access to essential IT equipment.

Grants Program

The Grants Program will continue to support the delivery of programs and initiatives across the six focus areas.



5. Implementation – How do we get there?

In order to implement the aspirations and priorities, the Project Officers will typically undertake the following processes:

- Community engagement to understand all community needs
- Collaboration with stakeholders to implement projects and programs
- Forming partnerships with other organisations and agencies, both locally and more broadly, to deliver projects and programs
- Ensuring other funding sources are contributing to projects and programs
- Ongoing engagement with various stakeholders to identify projects and programs or where there are gaps in delivering on community aspirations
- Initiating and managing projects as CBT-led projects, particularly where the grant program is unable to meet the needs of the community
- Regular board update and direction of grants and CBT programs through board meetings and out of session meetings
- Reporting on outcomes through the PO report and annual review

Other implementation mechanisms include:

- Research opportunities
- Leverage and lobby for funding from other organisations
- Skills and training opportunities



6. Next Steps

The Board will adopt and implement the Three-Year Plan 2026-2029 through the grant program as well as CBT-led projects. An Annual Priorities document will be prepared as an accompaniment to this plan, which identifies the priorities the Trust should focus on for the next 12 months, tying into the aspirations and priorities set out in the three-year plan.

The aspirations and priorities outlined in the plan will provide a guide for the Board when deciding what projects to fund and projects to focus on. The Project Officers will continue to engage with the community to identify community needs, aspirations and priorities that will help to inform the Annual Priorities document.

