



Supporting the Yinhawangka, Banyjima and Nyiyaparli people

Strategic Plan AGREEMENT YEARS 22 - 24



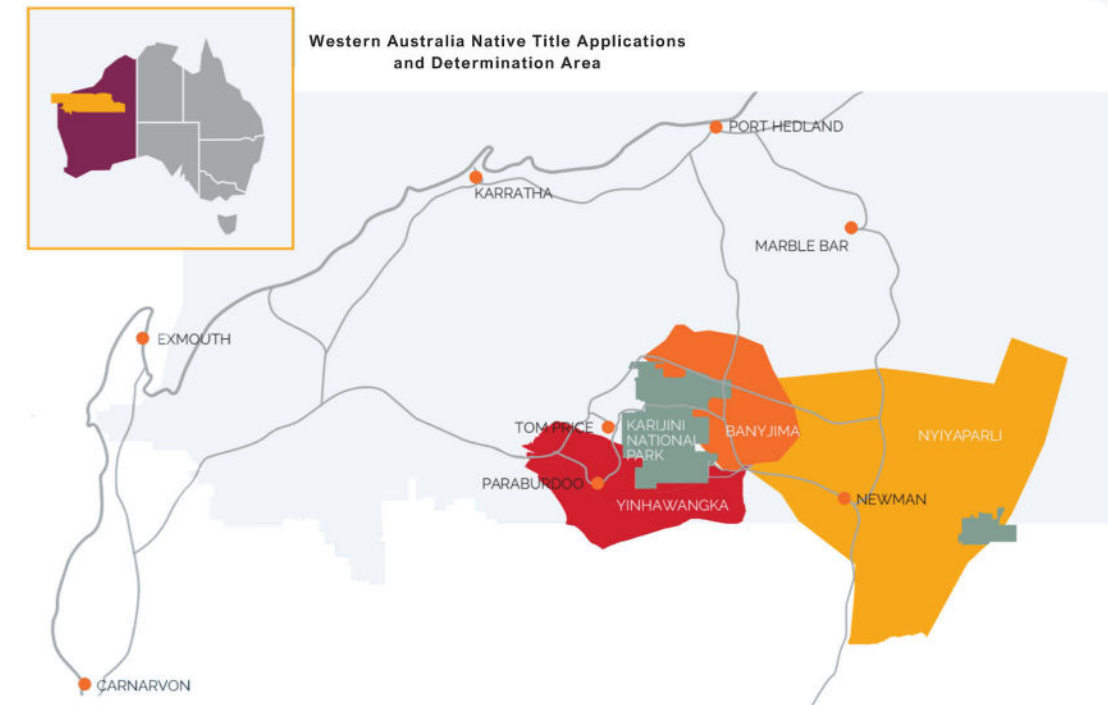
Our Purpose

Supporting the Yinhawangka, Banyjima and Nyiyaparli people.

Our Vision

Building resilience and capacity for the present and strong foundations for the future.

IBN Corporation



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IBN Corporation Pty Ltd
As Trustee for IBN
Charitable Foundation

ABN 60 093 140 240

IBN Corporation Pty Ltd
As Trustee for IBN
Financial Assistance Trust

ABN 99 081 108 949

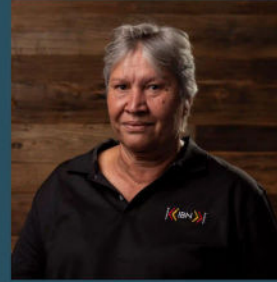
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📍 Ophthalmia Dam, Newman, Nyiyaparli Country

Front cover: Hancock Gorge, Karijini, Banyjima Country

IBN acknowledges that this booklet may contain images and/or names of people who have since passed away.



Co-Chairs' Introduction

We are pleased to present to our members and stakeholders IBN's Strategic Plan for Agreement Years 22 to 24.

First and foremost, we would like to acknowledge all our Traditional Owner groups, Yinhawangka, Banyjima and Nyiyaparli, and our Elders past and present and emerging. It was the hard work and determination of our Elders and all our community that gave birth to IBN more than 20 years ago.

Over those 20 years, IBN has grown and developed to provide increasing support to our members. In 2022, for the first time, members had a choice of trustee and more than 80 percent voted to stick with IBN.

However, the Board recognises that IBN faces some big challenges over the next three years.

Members have told us we have to improve the way members access benefits, so that every interaction makes our members feel valued. We must strengthen our organisation and develop our leaders so that they are confident in both worlds. We must grow our money beyond mining income so we can support members today, tomorrow and beyond.

Our Strategic Plan recognises these challenges and is built on the three pillars of Members, Balance and Future.

To develop this plan, the Board has worked closely with our management team. We have used the feedback from our members and stakeholders to develop the vision for the next three years. We have set our objectives and clear targets so our members can watch as we move towards our goals.

We look forward to reporting to our members each year on our progress under the plan, as IBN brings together the strength and power of the Yinhawangka, Banyjima and Nyiyaparli communities to keep culture, lore, language and community strong.

Christina Stone & Geoff Parnell

IBN brings together the strength and power of the Yinhawangka, Banyjima and Nyiyaparli communities, to keep culture, lore, language and community strong.

Thanarru! Welcome to IBN

About IBN

Established in 2001, IBN Corporation is Trustee of the IBN Charitable Foundation. As a trustee, we have a fiduciary duty to look after the interests of all our members.

We manage some of the production payments from BHP mine Mining Area C on behalf of the Yinhawangka, Banyjima and Nyiyaparli people. The traditional lands of each group are in and around the Hamersley Ranges in northern Western Australia.

We have over 1700 members, with 46.6% based in the Pilbara and the remainder spread across WA, Australia and elsewhere in the world. We deliver programs and services to meet the needs and aspirations of our members.

We are committed to supporting our members today and for future generations in perpetuity. To do this we are developing investments that grow our assets to deliver income long after the mine is closed.

How We Support the IBN Community

IBN supports members, their families and communities to build better lives for themselves and their families. IBN has three offices, in South Hedland, Karratha, and Tom Price. We employ Field Officers to assist members with a wide range of issues.

Community Programs

In 2022, we assessed 1836 applications and provided more than \$15.58 million to members in direct benefits, including \$1.66 million in Cost of Living payments.

We have programs tailored to the needs of our members to provide support with:

- The costs of daily life
- Education and training
- Improving health and wellbeing
- Cultural and language practice and development
- Advocacy and advice

We also provide support to members who are facing a crisis.

IBN Commercial

We operate various commercial businesses to generate a profit and provide job-preparation training and employment opportunities for members.

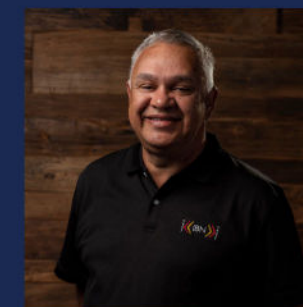
Our Board of Directors



CHRISTINA STONE
Co-Chair
Nyiyaparli



GEOFF PARNELL
Co-Chair



DARREN INJIE
Deputy Chairperson
Yinhawangka



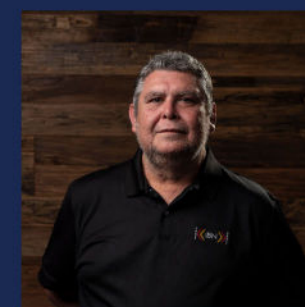
NICHOLAS COOK
Yinhawangka
Representative



PHIL DHU
Banyjima
Representative



MAY BYRNE
Milyuranpa Banyjima
Representative



STEPHEN PETERSON
Nyiyaparli Representative



BRENDAN RENKIN
Independent Director

IBN's Strategic Plan - an overview

The Strategic Plan for Agreement Years 22 - 24 has been developed as a road map to guide the organisation towards our vision.

The plan tells us what we must do to be successful and achieve our vision. Each year we will assess our performance, consider any changes and report on how we are going.

The plan includes:

PILLARS	Three key areas that the success of IBN is built on.
OBJECTIVES	The goals we want to achieve over the next three years.
OUTCOMES	How IBN will operate when we have achieved our objectives.
MEASURES	What we will use to measure that we are on track and heading to success.

Key considerations in developing the Plan

The plan has been developed with input from staff, the Board and community members.

We have gathered and analysed feedback from members through:

- Feedback at AGM gatherings
- Our annual member surveys
- Direct communication with members

The feedback gives us valuable insights about our organisation, how we can improve, and our members' need and aspirations.

How We Implement the Plan

The plan will be used across the organisation – from developing new strategies and reviewing our existing programs, to setting our budget each year and reporting to our Board and members.

Making the plan work will be done through a yearly Operational Plan. The Operational Plan will include all the strategies that we will use to achieve our outcomes. It will provide a guide to the staff and the Board about our priorities for each year.

Strategies are the projects that set out a goal and what we need to achieve it. A strategy can be a new project, such as a leadership program for emerging directors, or a review of our existing programs – looking at how we can improve member programs and support the application process.



IBN Board Members working together on country to develop the Strategic Plan



Strategic Plan for Agreement Years 22 - 24

PILLARS	MEMBERS	BALANCE	TOMORROW
		To meet the needs and aspirations of the people, so that every interaction with us leaves our members feeling valued.	To have strong organisations and leaders that are confident in both worlds, building on Elders' knowledge and supporting emerging leaders.
OBJECTIVES	<ol style="list-style-type: none"> 1.1 Increase knowledge about member needs, hopes and aspirations. 1.2 Tailor services and interactions that will maximise member outcomes. 1.3 Reduce barriers for members to access programs. 1.4 Keep our members informed and up to date. 1.5 Programs have lore, culture and language embedded. 	<ol style="list-style-type: none"> 2.1 Build collaborative and stronger relationships with internal and external stakeholders. 2.2 Build long term employment and leadership opportunity pathways for members in employment and governance. 2.3 Our Boards and administration are well-governed, efficient, and effective. 	<ol style="list-style-type: none"> 3.1 Support creating an Aboriginal economy to increase recycling of IBN and members' spend. 3.2 Diversify income sources through investments and income generating services. 3.3 Manage our money well to provide for current and future generations' needs. 3.4 Make existing enterprise activities generate a surplus.
OUTCOMES	<ul style="list-style-type: none"> • IBN understands our members' needs, and our programs provide support that makes a measurable difference. • Our members can quickly and easily access our programs. • Our members know what is happening and get regular chances to give feedback. 	<ul style="list-style-type: none"> • IBN's board, staff, Rep Corps and the appointing committee understand their role and are talking and working together. • IBN is using its relationships to get better outcomes for members. • IBN has identified emerging leaders and mentors and is supporting their development. 	<ul style="list-style-type: none"> • IMMS and IBNS are restructured and in surplus. • IBN knows where it spends money and the spend is value for money. • IBN has a strategy to increase income from different sources and is investing in new opportunities.
MEASURES	<p>YEAR 22 Members Purchasing Card being used by 70% of members.</p> <p>YEAR 23 Portal being used by 70% of members.</p> <p>YEAR 24 Positive Quality-of-Life-Index developed and measures in place.</p>	<p>YEAR 22 Rep Corps engagement program in place, co-design workshop completed, and two joint forums per year.</p> <p>YEAR 23 Internship program supporting three members per year.</p> <p>YEAR 24 Leadership program developed and supporting 10 emerging leaders.</p>	<p>YEAR 22 IMMS restructured.</p> <p>YEAR 23 Growth strategy implemented, two opportunities tested per year.</p> <p>YEAR 24 Long-term strategic plan (10 - 25 years) developed in consultation with key stakeholders.</p>



"I believe that a strong strategic approach can bring lasting benefits for the community by investing wisely."

CHRISTINA STONE
IBN Co-Chair

Further Information

As we chart our course towards empowerment, sustainability, and community-driven success, this Strategic Plan becomes a living document to showcase our continuing commitment to IBN's purpose and vision.

For additional information and updates, please visit our website, where we will share our progress and invite feedback from members and stakeholders.

United by shared goals, we journey together towards a prosperous future that reflects the true heart, strength and power of the People.



Families attending IBN's 2022 Annual General Meeting

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