



FOLLOW TO LEAD
ICN 9566 | Irvinebank Mbabaram Aboriginal Corporation | ABN 30 769 561 709

THREE-YEAR STRATEGIC PLAN 2026–2029

A practical remote-governance, Country-connected plan

“Follow to Lead”

This Strategic Plan sets out how Irvinebank Mbabaram Aboriginal Corporation (IMAC) will strengthen governance, maintain purposeful connection to Mbabaram Country, deliver visible cultural and community outcomes, and build financial and organisational sustainability over 2026–2029.

Planning Horizon	Period	Focus
SHORT TERM	2026–2027	Foundation, reactivation, systems, relationships and first visible outcomes.
MEDIUM TERM	2027–2028	Project delivery, participation, collaboration and organisational growth.
LONG TERM	2028–2029	Consolidation, sustainability, enduring resources and the next strategic cycle.

1. Strategic Purpose

IMAC exists to strengthen the visibility, continuity and future of Mbabaram Country, language, culture, history and community connection centred on Irvinebank. The organisation will operate through a blended model: routine governance and administration will be managed remotely, while planned visits to Country, local partnerships and project delivery will keep Country at the centre of the organisation’s work.

2. Vision, Mission and Core Values

Vision: Mbabaram people are visible, connected and active in caring for Country, language, culture, history and future generations.

Mission: To strengthen Mbabaram identity and community through responsible governance, Country connection, cultural heritage, language revitalisation, education, partnerships and intergenerational knowledge sharing.

Core Values: Country • Language • Culture • Community • Future Generations

3. Operating Model

REMOTE GOVERNANCE → COUNTRY VISITS → LOCAL PARTNERSHIPS → VISIBLE OUTCOMES

- Board governance, grant writing, bookkeeping, correspondence, website management and project planning can be undertaken remotely.
- IMAC will plan four purposeful visits to Mbabaram Country each year, subject to capacity and available funds.
- Each Country visit will have a written purpose, itinerary, partner/community engagement, budget, evidence and a short board report.
- IMAC will work with local and regional partners, supporters, specialists, members and contractors where required.
- Success will be measured by completed outcomes and community benefit, not simply by the number of grants submitted.



FOLLOW TO LEAD
ICN 9566 | Irvinebank Mbabaram Aboriginal Corporation | ABN 30 769 561 709

4. Three-Year Strategic Priorities

Priority	2026–27 Short Term	2027–28 Medium Term	2028–29 Long Term
1. Strong Governance & Organisational Capacity	Reactivate governance systems, records, policies, financial controls, director portfolios and reporting.	Strengthen director skills, induction, governance training and annual board self-review.	Maintain a stable, skilled board with succession planning, delegation and reliable systems.
2. Connection to Country	Establish a four-visit annual Country engagement cycle and document each visit.	Use Country visits to deliver projects, collect evidence, strengthen participation and deepen partnerships.	Maintain a recognised annual Country program as a core part of IMAC operations.
3. Cultural Heritage, History & Significant Sites	Identify and prioritise significant Irvinebank sites, stories, archives and records.	Develop interpretation, education resources, site documentation and community history projects with permissions.	Establish an enduring Mbabaram heritage presence through recognised sites, interpretation, digital records and public education.
4. Language, Culture & Intergenerational Learning	Support language revival and culturally appropriate resources while protecting cultural and intellectual property.	Increase opportunities for families to learn language, stories, kinship knowledge and cultural history.	Support sustainable intergenerational transfer through community-led resources and teaching.
5. Partnerships, Community & Visibility	Formalise relationships with key partners/supporters and maintain regular communication.	Develop collaborative projects with local/regional organisations, council, heritage/environmental partners and education providers.	Be recognised as a reliable Mbabaram-led partner for appropriate cultural, heritage, language, education and community initiatives.
6. Financial Sustainability	Establish sound banking, bookkeeping, grant registers, acquittal systems, insurance and financial reporting.	Build a balanced income mix across grants, partnerships, project income, donations/sponsorship where appropriate, and in-kind support.	Develop recurring income and reserves sufficient to cover essential governance, insurance, Country engagement and basic administration without reliance on one grant source.

5. Financial and Funding Strategy

- Operate a corporation bank account with documented authorities and appropriate financial controls.
- Maintain bookkeeping, annual budgets, receipts, grant registers, project files and acquittal records.
- Provide regular financial reporting to directors, including grant-restricted funds and project expenditure.
- Research and submit appropriate funding applications throughout the year; grant-funded projects begin only after funding is confirmed and the Board accepts the agreement and delivery obligations.
- Over the three-year period, broaden income sources and work toward an operating reserve for essential governance, insurance, administration and Country engagement.

6. Ongoing Signature Program – Mbabaram Visible

Mbabaram Visible – Irvinebank Heritage & Learning Program is IMAC’s ongoing presence in Irvinebank. It links a growing Mbabaram heritage/story presence with the museum, education engagement with the school, an annual community/story activity using the hall where appropriate, progressive recording of significant Mbabaram places, people and history during Country visits, and approved website/QR-linked public information.

The program is designed to complement—not duplicate—existing Aboriginal organisations and Irvinebank institutions. Larger interpretation panels, signage, publications, events or installations will proceed only when funding and partner approval are secured.



FOLLOW TO LEAD
ICN 9566 | Irvinebank Mbabaram Aboriginal Corporation | ABN 30 769 561 709

7. Governance and Risk Principles

- Country remains central even when administration is undertaken remotely.
- Partnership rather than pretend presence: IMAC will build genuine local and regional relationships rather than maintain an unsustainable physical office.
- Evidence matters: minutes, visit reports, receipts, grant records, project outputs, feedback and partner records will demonstrate activity and accountability.
- Do not over-promise: funded activities proceed only after funding is secured and governance capacity is confirmed.
- Shared director responsibility: portfolio leads and project leads will distribute work so IMAC does not depend on one person.
- Cultural authority first: public history, language, images and cultural content must follow appropriate permissions and IMAC cultural/IP safeguards.

8. Three-Year Success Measures

Area	By June 2029, success looks like...
Governance	Regular meetings, current records, compliant reporting and active director participation.
Country	A planned pattern of Country visits with documented purpose and outcomes.
Partnerships	A small number of genuine, active partnerships rather than many inactive support letters.
Heritage	Visible progress in recording, protecting, interpreting or teaching Mbabaram history and significant places.
Language & culture	Practical support for intergenerational learning with appropriate cultural/IP protection.
Community	Growing participation by members/families and evidence that priorities reflect community needs.
Finance	Sound controls, timely acquittals, diversified funding and a pathway toward core operating reserves.
Reputation	IMAC is known as a reliable, transparent and Country-connected Mbabaram-led organisation.

9. Monitoring and Review

- Quarterly Board review of annual actions using Not Started / In Progress / Completed / Deferred.
- Grant Register updated for every application, decision, agreement, payment, milestone and acquittal date.
- Country Visit Report completed after each visit, including purpose, attendees, meetings, activities, evidence, expenditure and follow-up actions.
- Partner Contact/Communications Log maintained throughout the year.
- Annual review asks: What did IMAC actually complete? Who benefited? What changed? What evidence do we have? What should stop, continue or grow?

10. Board Endorsement

This Strategic Plan is a living governance document. The Board should review it at least annually and may revise annual priorities in response to community needs, funding outcomes, partnerships, organisational capacity and unforeseen events.

Date adopted: 2 Sept 2026 Reviewed: _____ Next review due: 22 Sept 2026