

Wiri Yuwiburra Community Benefits Trust

2019-2021

Change, unite, and lead the way.



Wiri Yuwiburra Community Benefits Trust
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The Trust was established on 19 August 1998 following negotiations between Hail Creek Coal Pty Ltd and Aboriginal People to provide annual grants for Beneficiaries of the Wiri/Widi and Yuwiburra communities regardless of where they live plus Beneficiaries of the broader Birri Gubba community resident in the Agreement Area.

PURPOSE Our purpose is to distribute benefits equitably and with probity for the long-term capacity and capability- building of Beneficiaries by being a unifying and trusted leader in the Indigenous grant-making industry.	
VISION The dream for Beneficiaries Aboriginal People enjoy the same prospects for employment, economic prosperity and quality of life as other community members by measuring against: <ul style="list-style-type: none"> Closing the Gap indicators; ChangeFest 2018 Statement and Uluru Statement from the Heart; the United Nations Declaration on the Rights of Indigenous Peoples; and the United Nations Millennium Development Goals. 	MISSION What we do as a Trust We provide grant-making services that meet community-determined needs while generally exceeding Beneficiary expectations of measurable social impact on community health and wellbeing
TRUST VISION The WYCBT dream The Trust is highly valued and respected, working with our allies and partners to deliver world class, innovative grant administration services that provide measurable collective social impact	TRUST MISSION What we do as WYCBT We are a trusted and clear voice, leading and collaborating with our partners and allies to ensure the Trust achieves grant disbursement of \$1M to Beneficiaries during 2019-2021
CRITICAL SUCCESS FACTORS TO ACHIEVE OUR MISSION/GOALS <ul style="list-style-type: none"> Appropriate structure and resources Cultivating allies and growing partnerships beyond our current base Our Beneficiary data-base must grow Evolving, adapting, learning organization Digital is key Our brand story must be clear and used by all 	

STRATEGIC PILLAR DEFINITIONS

MASTER OUR STORY Cultivate the Trust (brand) narrative and relentlessly share the unique stories of Beneficiaries that collectively define our Trust culture.	UNITE & PARTNER We are the lighthouse for quality grants management, with the community our ally and broad respect for our agenda. We show contemporary leadership, a framework for collaboration for social impact and a clearly communicated direction.	DIGITAL LEVERAGE The World has gone digital and that's a great way of telling our story. Tools such as SmartyGrants will help leverage our strengths and grow our reputation.
IMPROVE BENEFICIARY ENGAGEMENT We communicate with transparency, creating leverage and positive benefits for Beneficiaries, who are our greatest advocates.	CONTINUOUSLY IMPROVE We drive constant improvements in all aspects of Trust business.	RESET FINANCE & RESOURCES Trust continually plans how best to grow Trust resources and be self-sustainable. We leverage partnerships and are efficient, effective and nimble, underpinned by good governance and proving to be a great ally to work with

STRATEGIC GOAL	STRATEGIES	ACTIVITIES	MEASURES OF SUCCESS / KPI
MASTER OUR STORY	<ul style="list-style-type: none"> Develop a brand narrative supported by and consistent with collective social impact practice, underpinned by compelling stories. Amplify our story with a convincing communication strategy that guides, directs and makes grant services practical and accessible for users 	<ol style="list-style-type: none"> Host Grant workshops to collaboratively develop the story. Align with compelling collective impact initiatives. Test a digital engagement site for Beneficiaries. Manifest a whole-of-region Beneficiary engagement story. 	<ul style="list-style-type: none"> Attendance & interest in Trust roadshows and community events. Increasing conversations across the region through media channels. 90% of Beneficiaries know and use the Trust story A fully functional and integrated digital grantmaking platform. Published strategy and action plan. Improved brand proposition for allies and partners
UNITE & PARTNER	<ul style="list-style-type: none"> Build influential relationships that amplify the region as a major economic driver. Contribute to reducing regional grantmaking fragmentation. Tap into the extensive network of people and industries outside of the grantmaking framework. Develop a coherent, consistent and progressive dialogue with Hail Creek Coal. 	<ol style="list-style-type: none"> Develop symbiotic partnerships to leverage grantmaking and social impact initiatives. Look outside the traditional means to leverage new opportunities & stretch our network. WYCBT to lead collaborative discussions across region's industries and non-grantmaking sectors to drive dialogue, leverage relationships and build unity. 	<ul style="list-style-type: none"> Increase in revenue annually as a result of new partnerships. Increased invitations for WYCBT to be part of social impact and economic dialogue. Increased requests to be part of consultation.
IMPROVE BENEFICIARY ENGAGEMENT	<ul style="list-style-type: none"> Actively listen to Beneficiaries to find out what they want and need to inform how we add value to our services. Develop a Beneficiary engagement strategy - provide worth to Beneficiaries that improves value, positive social impact and growth. Maintain Trust relevance by being at the forefront of changes and opportunities relating to grantmaking and investment attraction. 	<ol style="list-style-type: none"> Beneficiary mapping. Develop a corporate communication plan & improve corporate messaging. Actively pursue our understanding of what communities of Beneficiaries want and need that may be different to individuals and families. 	<ul style="list-style-type: none"> Beneficiary strategy. Increase membership relative to diversity of representation. Measure Beneficiary satisfaction on an annual basis. Beneficiary/Trustee 1-1 feedback.
DIGITAL LEVERAGE	<ul style="list-style-type: none"> Pursue continuous development of our digital capability. Define our digital strategy. Establish a reputation for our digital leadership. Support external strategic drivers via digital means. Invest in the digital capability of the Trust. 	<ol style="list-style-type: none"> Develop a Digital Strategy. Initiate a continuous digital learning program to improve digital capacity of Beneficiaries. Participate in training and professional development to advance internal capability. Invest in appropriate software and hardware to support digital transformation. 	<ul style="list-style-type: none"> Digital Strategy. Increased Beneficiary requests to be part of digital consultation. External Driver digital performance metrics.
CONTINUOUSLY IMPROVE	<ul style="list-style-type: none"> Aggressively reduce red-tape, drive efficiency and embed an agile mindset within WYCBT governance and operating environments. Build our governance and leadership capacity. Adopt relevant technology to assist with our continuous improvement. Foster a culture of innovation. 	<ol style="list-style-type: none"> Review and restructure with a view to improving efficiencies. Conduct an independent internal audit. Explore outsourcing of functions. Introduce 90-day reviews to measure strategy progress and review road blocks. Ensure governance and operations policies and guidelines are consistent with the Trust Deed. 	<ul style="list-style-type: none"> Define and imbed the values. Marketing v Fixed cost % Annually. Reduced Administrative cost v Trust value % Annually. Reduced Administrative cost v Disbursements % Annually. Beneficiary survey. 1-page strategy scorecard and publish to Beneficiaries. Publish Annual Reports
RESET FINANCE & RESOURCES	<ul style="list-style-type: none"> Strengthen our capacity and capability for efficient and effective grants management. Actively engage in progressive funding strategies that maintain current needs while providing a positive pipeline of approved funding to meet the identified needs of Beneficiaries. 	<ol style="list-style-type: none"> Investigate long-term sustainable resourcing. Work collaboratively with a Beneficiary engagement team to co-create a fiscal model that aligns with Beneficiary-led needs as well as leveraging non-traditional sponsorship partners. 	<ul style="list-style-type: none"> Achieve \$1m in total grant disbursement by 2021 % of \$ increase on marketing and engagement compared to previous year. Beneficiary satisfaction survey re processes