

An aerial photograph of a coastal wetland area. A winding river flows through dense green mangrove forests. The river eventually meets the ocean, which is visible in the background under a clear blue sky. The foreground shows a mix of green vegetation and reddish-brown earth.

Ngarluma Yindjibarndi Foundation

2024 - 2028

Strategic Plan



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INTRODUCTION AND BACKGROUND

The Ngarluma Yindjibarndi Foundation Ltd (NYFL) is a Traditional Owner representative organisation located in Ieramugadu (Roebourne), Western Australia. NYFL's purpose is to deliver social, cultural and economic empowerment for *Ngarda-ngarli* (Traditional Owners) and the regional Aboriginal community.

NYFL's membership is made up by Ngarluma and Yindjibarndi people. NYFL's social impact programs and advocacy supports the regional Aboriginal community, and is not limited to NYFL members. This is a key point of difference – NYFL aims to deliver outcomes across the First Nations community, not solely our members.

Over the last quarter decade NYFL has delivered a suite of social impact programs, advocacy, and emergency support for vulnerable First Nations people. NYFL's primary focus is on delivering positive change for the community of Ieramugadu (Roebourne) and surrounds.

Ieramugadu (Roebourne) continues to suffer extreme social and economic disadvantage, despite being surrounded by a prosperous resources industry. The Pilbara is reported to produce \$100 billion dollars annually through industry, yet communities like Ieramugadu (Roebourne) are the apex of social and economic disadvantage.

The sustainable empowerment of First Nations' social and economic equity requires a multifaceted approach. Meaningful equity opportunities, social investment, and economic engagement are part of the solution.

In 2023, the Ngarluma and Yindjibarndi members unanimously resolved to modernise the agreement with the North West Shelf Joint venturers, to ensure the agreement is in line with international best practice and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

As part of the modernisation process, NYFL members informed NYFL's Strategic Direction, Vision, Purpose and Objectives. Set out within this Strategic Plan are those informed and endorsed by the NYFL membership.





EXECUTIVE SUMMARY

The NYFL Strategic Plan 2024 – 2028 is made up by a Vision, Purpose and key Strategic Objectives. This Plan builds on previous strategic plans, extensive consultation with members and community, has been approved by the NYFL Board of Directors, and endorsed by the NYFL membership at the 2024 Annual General Meeting.

Vision

A strong, healthy and prosperous *Ngarda-ngarli* (Aboriginal) community.

Purpose

We drive social, cultural, and economic empowerment for our members and the broader *Ngarda-ngarli* (Aboriginal) community.

Strategic Objectives

1. Voice & Advocacy

To be the voice for the Ieramugadu (Roebourne) community advocating for positive change.

2. Economic Prosperity & Participation

To provide diverse and effective economic participation and employment pathways for the Roebourne community through our career development opportunities portfolio

3. Culture & Heritage

To proactively lead the NWS cultural and heritage agreement engagement and processes

4. Self-Determination & Sustainability

To enhance self-determination and financial independence from strategic investment portfolios, that enable a legacy of prosperity for our people

5. Liveability

To lead social and liveability reform for the community of Ieramugadu (Roebourne)







FORMATION OF THE NYFL STRATEGIC PLAN

This Strategic Plan is the result of a comprehensive and inclusive process that builds on the foundations laid by previous strategic plans of the Ngarluma Yindjibarndi Foundation Ltd (NYFL). It reflects the collective aspirations and priorities of our community, shaped through extensive consultation with our members, Elders, and the broader community. The plan was formally approved by the NYFL Board of Directors and has been proudly endorsed by the NYFL membership at the 2024 Annual General Meeting.

NYFL is committed to ensuring that our strategic direction is informed by the voices of those we serve. Our consultation efforts extend not only to Ngarluma and Yindjibarndi people but also to Ngarda-ngarli (Aboriginal people) across Ieramugadu and beyond. Recognising that our mandate reaches further than just our founding communities, NYFL actively engages with all First Nations people in the region, particularly those in Ieramugadu, to ensure that our initiatives and programs are inclusive and beneficial to all, wherever possible.

We engage in both formal and informal consultations, including Annual General Meetings (AGMs), Progress Meetings, member engagement sessions, digital and verbal surveys, and everyday discussions. Our approach is rooted in cultural safety, allowing us to engage our members and community in ways that honour and respect our shared cultural heritage and ways of communicating and contributing to our way forward. Elders play a vital role in providing cultural and community insights, ensuring that our planning aligns with cultural protocols.

NYFL has developed a range of social impact and advocacy programs and initiatives that extend beyond the immediate Ngarluma and Yindjibarndi communities, aiming to uplift all First Nations people within our reach. We recognise the importance of giving all members and stakeholders the opportunity to contribute to our strategic planning, whether through formal channels or informal exchanges. This Plan is a testament to the strength of our community and our shared commitment to the future of our people.





VALUES

At the Ngarluma Yindjibarndi Foundation (NYFL), our values are the cornerstone of everything we do. They guide our actions, shape our decisions, and define our relationships within the community and beyond. These values reflect our commitment to excellence, togetherness, cultural heritage, leadership, and integrity, ensuring that we remain true to our mission of empowering the Ngarda-ngarli (Aboriginal) community. By embodying these principles, we strive to create a positive, inclusive, and sustainable future for the people of Roebourne and the broader Ngarda-ngarli community. Below are the core values that underpin our work and vision:

- **Excellence**

We strive to operate with excellence

- **Togetherness**

As a community and organisation we are better and stronger together. No one person is above the rest.

- **Culture**

Ngarda-ngarli culture is our bedrock and where we draw strength

- **Leadership**

We strive to be leaders in our community, and support the growth of Roebourne people

- **Integrity**

We operate and make decisions with transparency, honesty and with the best interests of Ngarda-ngarli at our heart





VISION

‘A strong, healthy, and prosperous Ngarda-ngarli (Aboriginal) community’

Roebourne has a multilayered cultural and social richness demonstrated through lore practices, cultural ceremonies, hunting, and bush food collecting, artistic expression such as painting, music and digital storytelling, family gatherings and sporting events.

Despite this strength and resilience, people who live and work in Roebourne feel that living conditions in the town are getting worse. Issues of poor housing and overcrowding, extreme lack of prosperity, poor health outcomes, crime and incarceration, appalling health and relentless grief and trauma, alcohol and drugs, family violence and abuse, impact the Roebourne community daily.

The cultural and social capital of Roebourne and surrounds should be the basis for societal reconstruction and cultural renaissance but it is clear that the intended social and economic objectives from significant public and corporate investment in myriad programs and initiatives are not being achieved. The Ngarluma Yindjibarndi Foundation Ltd (NYFL) is committed to a vision to transform Roebourne into a thriving, vibrant, and inclusive community where individuals and families feel safe, connected, and empowered, enjoying a high quality of life through sustainable economic development, strong social networks, and a deep sense of pride in shared heritage and identity. This is underpinned by NYFL’s Strategic Plan.

NYFL appreciates that this vision will only be achieved through a genuine partnership of the Roebourne community working together with the resources sector, and the State and Commonwealth governments based on an understanding that it must be the local community who drives the change. Fundamental to the Roebourne community leading the town’s transformation is the need to invest in the evidence about our community; who are we? what are our priorities for change? What should inform our decisions and investment plans? And how can we measure what is working and what is not? How can we control our future?

NYFL’s vision is for a First Nations community that has equitable participation in the economy, shares in the prosperity of the wealth being generated in the Pilbara, made up by First Nations people who are living long and healthy lives.





PURPOSE

‘We drive social, cultural, and economic empowerment for our members and the broader Ngarda-ngarli (Aboriginal) community’

Rooted in the values and aspirations defined by our members and Board of Directors, this purpose guides our efforts to enhance the quality of life and opportunities available to our people. By fostering initiatives that support education, health, cultural preservation, and economic development, we aim to create a resilient and thriving community.

Our commitment is to ensure that the benefits of our work extend beyond immediate needs, fostering long-term sustainability and growth for current and future generations. Through collaboration, innovation, and steadfast dedication, NYFL seeks to empower our community to achieve self-determination and prosperity.

Empowerment, as we define it, involves equipping our people with the resources, knowledge, and opportunities necessary to make informed decisions and take control of their own destinies. This concept is strongly aligned with the principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), which emphasises the right of Indigenous peoples to participate in decision-making processes that affect their lives (Article 18) and to develop priorities and strategies for exercising their right to development (Article 23). Our initiatives, therefore, focus on providing access to education, vocational training, and employment opportunities, which are essential for building the capacity and confidence of our members to lead their own development.

Self-determination is at the heart of our purpose, reflecting our commitment to ensuring that our people have the autonomy to govern their own affairs and pursue their own developmental paths. This principle is enshrined in international standards such as UNDRIP, which states that Indigenous peoples have the right to self-determination, meaning they can freely determine their political status and freely pursue their economic, social, and cultural development (Article 3).





For NYFL, self-determination involves not only the ability to make decisions about our community's future but also the recognition and respect of our traditional laws, customs, and governance structures. By supporting self-determination, we aim to restore and maintain the cultural heritage and identity of the Ngarluma and Yindjibarndi peoples, ensuring that our traditions and values continue to thrive alongside modern advancements.

Our commitment is to ensure that the benefits of our work extend beyond immediate needs, fostering long-term sustainability and growth for current and future generations. Through collaboration, innovation, and steadfast dedication, NYFL seeks to empower our community to achieve self-determination and prosperity, in alignment with global standards and aspirations for Indigenous rights and development.





STRATEGIC OBJECTIVE I: VOICE & ADVOCACY

‘To be the voice for the Ieramugadu (Roebourne) community, advocating for positive change’

The first strategic objective of the Ngarluma Yindjibarndi Foundation's (NYFL) Strategic Plan (2024-2028) is to be the voice for the Ieramugadu (Roebourne) community, advocating for positive change. Central to this objective is the belief that First Nations people must be empowered and resourced to address the issues that affect them. This empowerment is critical to ensuring that our community can articulate its needs, protect its rights, and shape its future in a way that aligns with our cultural values and aspirations.

NYFL plays a crucial role as the primary advocate for the Ieramugadu community, serving as the first port of call for many community members seeking support and advocacy. We understand the unique challenges faced by our people and are dedicated to amplifying their voices in various forums, including government, industry, and the broader public. Our advocacy efforts are informed by deep cultural knowledge and a commitment to social justice, ensuring that the needs and perspectives of the Ngarluma and Yindjibarndi peoples are heard and respected.

A significant aspect of our advocacy work involves supporting those with 'systems literacy' challenges. Many community members face difficulties navigating complex bureaucratic systems, which can hinder their ability to access essential services and support. NYFL is dedicated to bridging this gap by providing tailored assistance and advocacy, helping individuals understand and engage with these systems effectively. This includes everything from assisting with paperwork and providing information about rights and entitlements, to representing community interests in policy discussions and negotiations.

Our role as an advocate also involves building partnerships and alliances with other organisations and stakeholders to create a united front for change. By collaborating with local, regional, and national bodies, we can amplify our impact and work towards systemic change that benefits the Ieramugadu community. This collaborative approach is vital in addressing the root causes of social and economic disadvantage and in promoting sustainable, long-term development.





Furthermore, NYFL's advocacy efforts are aligned with international standards such as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), which underscores the right of Indigenous peoples to participate in decision-making processes and to have their voices heard on matters that affect them. By championing these rights, NYFL aims to ensure that the Ieramugadu community is not only consulted but actively involved in shaping policies and initiatives that impact their lives.

In essence, our commitment to voice and advocacy is about more than just representation; it is about empowering our community to lead and to drive positive change. By being a strong, informed, and culturally grounded advocate, NYFL seeks to ensure that the Ieramugadu (Roebourne) community is heard, respected, and supported in all its endeavours. This strategic objective is foundational to achieving our broader goals of social, cultural, and economic empowerment for the Ieramugadu (Roebourne) people and NYFL members.





STRATEGIC OBJECTIVE 2: ECONOMIC PROSPERITY & PARTICIPATION

‘To provide diverse and effective economic participation and employment pathways for the Roebourne community through our career development opportunities portfolio’

The second strategic objective of the Ngarluma Yindjibarndi Foundation's (NYFL) Strategic Plan (2024-2028) is to provide diverse and effective economic participation and employment pathways for the Roebourne community through our career development opportunities portfolio. This objective recognises the critical need to address the historic systemic failures that have prevented Traditional Owners in the Pilbara region from equitably participating in the workforce. For too long, the economic potential of the Ngarluma and Yindjibarndi peoples has been stifled by structural barriers and discriminatory practices that limit access to meaningful employment and economic advancement.

Systemic change is essential to rectify these longstanding inequities. It requires a comprehensive approach that not only addresses the immediate barriers to employment but also transforms the underlying systems and structures that perpetuate disadvantage. This change must be driven by First Nations people who are best positioned to design and implement solutions that resonate with their cultural values and community needs. By empowering our community to take the lead in this transformation, we can ensure that economic participation initiatives are both effective and sustainable.

The Warrgamugardi Yirdiyabura (WY) Program is a prime example of a unique, community-led approach to overcoming barriers to employment for the Roebourne people. This program, developed and implemented by the community, focuses on providing holistic support to individuals seeking to enter or advance in the workforce. It combines culturally appropriate training, mentoring, and support services to help participants build the skills and confidence





needed to succeed in various career pathways. The WY Program not only addresses the technical skills gap but also incorporates elements of cultural identity and wellbeing, recognising that economic prosperity is intrinsically linked to social and cultural empowerment.

NYFL's career development opportunities portfolio builds on the success of programs like WY, offering a range of initiatives designed to meet the diverse needs of the Roebourne community. These include vocational training, apprenticeships, business development support, and employment placement services. By providing tailored pathways to economic participation, we aim to create a dynamic and inclusive local economy where all community members have the opportunity to thrive.

Our approach is grounded in the understanding that economic prosperity is a fundamental right and a key driver of self-determination. By ensuring that Traditional Owners have equitable access to employment and economic opportunities, we can foster a more just and prosperous future for the Ieramugadu community. NYFL is committed to advocating for and facilitating systemic changes that dismantle the barriers to economic participation, ensuring that our people are not only participants in the workforce but also leaders and innovators within it.

The barriers to economic participation, especially employment, is complex. NYFL's cultural intelligence as a Traditional Owner organisation means it is positioned to empower individuals and families to overcome barriers.

In conclusion, the strategic objective of Economic Prosperity & Participation is about more than just providing jobs; it is about creating a resilient and inclusive economy that reflects the aspirations and potential of the Ngarluma and Yindjibarndi peoples. Through targeted programs, community-led initiatives, and a steadfast commitment to systems change, NYFL seeks to build a foundation of economic empowerment that will benefit current and future generations.





STRATEGIC OBJECTIVE 3: CULTURE & HERITAGE

‘To proactively enhance and protect the culture, heritage, and Lore of our people’

The third strategic objective of the Ngarluma Yindjibarndi Foundation's (NYFL) Strategic Plan (2024-2028) is to proactively enhance the culture, heritage, and lore of our people. Culture is central to the wellbeing of our people and community, serving as the foundation upon which our identity, values, and resilience are built. This objective underscores our commitment to preserving and promoting the rich cultural heritage of the Ngarluma and Yindjibarndi peoples.

The right of First Nations people to continue practicing their culture, speaking their First Languages, and engaging in traditional ceremonies is enshrined in international standards such as the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). Articles 11 and 12 of UNDRIP affirm the rights of Indigenous peoples to practice and revitalise their cultural traditions and customs, including the right to maintain, protect, and develop the past, present, and future manifestations of their cultures. Additionally, Article 13 underscores the right to revitalise, use, develop, and transmit languages, oral traditions, and ceremonies to future generations. For the Roebourne community, these rights are not just theoretical but are actively lived and practiced.

Roebourne plays a central role in the cultural fabric of northwestern Australia. It is a place where lore ceremonies continue to be practiced, ensuring the transmission of traditional knowledge and customs to future generations. The First Languages of our people continue to be spoken, preserving linguistic diversity and strengthening cultural identity. These practices are vital for maintaining the social cohesion and spiritual health of our community.

Protecting Ngurra (Country) and waters is also a fundamental aspect of our cultural heritage. As custodians of the land and sea and waters, we have a profound responsibility to safeguard these environments for future generations. While many mistakenly believe that consultation is enough, it is not sufficient and does not allow us to carry out our responsibilities. This stewardship is supported by the principle of Free, Prior, and Informed Consent (FPIC), as outlined in UNDRIP, which asserts our right to give or withhold consent to projects that affect





our lands, territories, and resources. This principle ensures that our community has a decisive voice in decisions impacting our cultural heritage and future, beyond mere consultation.

In 1998, the Ngarluma and Yindjibarndi people entered into an agreement with the North West Shelf Joint Venture partners. This agreement recognises our enduring connection to the land and sea and our role in managing the cultural and heritage aspects of the North West Shelf project area. NYFL continues to uphold these responsibilities, ensuring that the development activities in our region are conducted in a manner that respects and preserves our cultural heritage.

NYFL's efforts to enhance culture and heritage are comprehensive and proactive. We undertake initiatives that document and celebrate our traditions, support cultural education programs, and advocate for the protection of sacred sites. By leading cultural and heritage matters on the North West Shelf, we ensure that our voices are heard and our rights are respected in all relevant forums.

The strategic objective of Culture & Heritage is dedicated to the preservation and promotion of the rich cultural legacy of our people and community. By championing our rights to practice culture, speak our languages, and conduct ceremonies, and by safeguarding our lands and waters, NYFL aims to ensure the continued vitality and resilience of our community. This objective is integral to our broader mission of driving social, cultural, and economic empowerment for our people.





STRATEGIC OBJECTIVE 4: SELF-DETERMINATION & SUSTAINABILITY

‘To enhance self-determination and financial independence from strategic investment portfolios, that enable a legacy of prosperity for our people’

The fourth strategic objective of the Ngarluma Yindjibarndi Foundation's (NYFL) Strategic Plan (2024-2028) is to enhance self-determination and financial independence through strategic investment portfolios, thereby creating a legacy of prosperity for our people. This objective aims to provide financial independence for the NYFL Group and enhance the financial independence of our people. By investing strategically, NYFL seeks to operate independently and sustainably, ensuring that our community can meet its social, cultural, and economic needs both now and in the future.

The Australian Human Rights Commission emphasises that the right to self-determination is particularly significant for Aboriginal and Torres Strait Islander peoples as Australia's first peoples. Self-determination is described as an "ongoing process of choice" that enables Indigenous communities to meet their diverse needs. It is not about creating a separate Indigenous state but about recognising and respecting the rights of Indigenous peoples to live according to their values and beliefs. This acknowledgment was famously reinforced by the Mabo judgment, which recognised Indigenous peoples as the first Australians. The deprivation of this right has been a core contributor to the disadvantages experienced by Indigenous Australians, making self-determination essential for overcoming the legacy of colonisation and dispossession.

Economic self-determination, as outlined by the First Nations Capital and the Responsible Investment Association Australasia, involves Indigenous people securing economic rights and controlling their affairs in social, political, economic, and cultural domains. It requires genuine decision-making powers, meaningful participation, and freedom from discrimination. For NYFL, this means not only investing in ways that generate financial returns but also ensuring that





these investments align with the values and aspirations of the Ngarluma and Yindjibarndi peoples.

By focusing on strategic investments, NYFL aims to build a robust financial foundation that supports our operational independence and empowers our community members. These investments are carefully chosen to ensure they provide sustainable returns and contribute positively to our broader mission. This approach helps us maintain autonomy, allowing us to make decisions that are best for our community without reliance on external funding or influence.

Furthermore, enhancing financial independence for our people involves providing education and opportunities that enable them to manage their finances effectively, build wealth, and participate fully in the economy. NYFL's initiatives in financial literacy, business development, and entrepreneurial support are designed to equip our community members with the skills and resources they need to achieve their financial goals.

The strategic objective of Self-Determination & Sustainability is about more than financial success; it is about fostering a resilient and empowered community. By securing financial independence through strategic investments, NYFL ensures that our people and community can sustainably manage their affairs, uphold their cultural values, and create a prosperous future for generations to come. This objective is integral to our broader mission of driving social, cultural, and economic empowerment for our people.





STRATEGIC OBJECTIVE 5: LIVEABILITY

‘To lead social and liveability reform for the community of Ieramugadu (Roebourne)’

The fifth strategic pillar of the Ngarluma Yindjibarndi Foundation's (NYFL) Strategic Plan (2024-2028) is Liveability, with the objective to lead social and liveability reform for the community of Ieramugadu (Roebourne). Roebourne boasts a multilayered cultural and social richness, demonstrated through lore practices, cultural ceremonies, hunting, and bush food collecting, as well as artistic expressions such as painting, music, and digital storytelling, family gatherings, and sporting events. These activities reflect the strength and resilience of our community, rooted in deep cultural traditions and vibrant social connections.

However, despite this cultural wealth, the residents and workers in Roebourne feel that living conditions in the town are deteriorating. Issues such as poor housing and overcrowding, extreme lack of prosperity, poor health outcomes, crime and incarceration, relentless grief and trauma, alcohol and drugs, family violence, and abuse impact the community daily. The Socio-Economic Indexes for Areas (SEIFA) data regularly highlight Roebourne's extreme social and economic disadvantage, starkly contrasting with the vast wealth generated in the Pilbara region.

The cultural and social capital of Roebourne should be the foundation for societal reconstruction and cultural renaissance. However, it is evident that the intended social and economic objectives of significant public and corporate investments in various programs and initiatives are not being achieved. This disconnect underscores the need for a more effective and community-centred approach to development and reform.

The Ngarluma Yindjibarndi Foundation Ltd (NYFL) is committed to transforming Roebourne into a thriving, vibrant, and inclusive community. Our vision is to create a town where individuals and families feel safe, connected, and empowered. We aim to foster a high quality of life through sustainable economic development, robust social networks, and a deep sense of pride in our shared heritage and identity. This transformation requires addressing the underlying social determinants of health and wellbeing, enhancing access to quality housing, healthcare, and education, and creating opportunities for meaningful employment and economic participation.

NYFL will lead this transformation by leveraging our cultural strengths and working collaboratively with community members, government agencies, and corporate partners. Our





approach will focus on holistic and integrated solutions that reflect the needs and aspirations of the Roebourne community. By prioritising culturally appropriate practices and community-led initiatives, we aim to ensure that all interventions are sustainable and genuinely beneficial for our people.

The Liveability pillar of our strategic plan is about more than improving living conditions; it is about fostering a resilient and empowered community that thrives on its cultural heritage and social strengths. Through committed leadership and strategic action, NYFL is dedicated to creating a future where the people of Roebourne can enjoy a prosperous, healthy, and connected life.



Vision: A strong, healthy and prosperous *Ngarda-ngarli* (Aboriginal) community

Purpose: We drive social, cultural, and economic empowerment for members and the broader *Ngarda-ngarli* (Aboriginal) community

