



# Yindjibarndi Housing Strategy

Margurra Maya: Creating stable housing for a stronger future

2024-2033



The Yindjibarndi Nation wishes to acknowledge the leadership and strength of our old people, who, against the odds, kept our culture alive and strong, and fought to protect our country. We honour their wisdom and knowledge, and pay our respects for their hard work. We also wish to acknowledge all First Nations across Australia, together we are building our communities for future generations. In particular, we acknowledge and pay our respects to the Ngarluma people, on whose Ngurra many Yindjibarndi now live and work.

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## Message from the CEO

Wanthiwa,

I am very proud to present the Yindjibarndi Housing Strategy 2024-2033. Driven by our vision for self-determination, our strategy has been developed to support and deliver improved housing and social outcomes across the Yindjibarndi Nation.

For Yindjibarndi, our Ngurra will always be our home. Since being displaced from our home in the late 19th century, securing good housing has been an ongoing challenge for our families. A safe and secure home is fundamental to living a healthy and happy life, a life we all deserve. As the experts in the needs of our community, we understand the importance of our role in solving complex problems. This strategy represents our commitment to taking the lead in addressing inherited housing issues that have negatively impacted our families for generations. Herein, we set out our priorities for working with our community and key stakeholders to ensure the housing needs and aspirations of our nation are understood and advanced into the future.

**Michael Woodley**  
CEO, Yindjibarndi Nation Ltd.

### BACKGROUND

## Our Housing Strategy

### Why do we need a housing strategy?

Our vision is for all our people to have access to culturally appropriate, safe, and secure housing, from where they can build their futures and achieve their dreams.

We are committed to Yindjibarndi self-determination and empowerment. Our goal is to create lasting community, cultural and commercial benefits across the Yindjibarndi Nation, and we recognise the fundamental importance of housing for the future of our community.

We understand that secure housing is a key foundation in improving the lives of our members, providing the sustainability, safety and comfort that is necessary to thrive. Since colonisation, our people have been subjected to challenging living conditions, starting with removal from Country and continuing to this day through unfit-for-purpose housing systems. Today, many of our people live in housing and communities that do not reflect Yindjibarndi cultural and social structures, hindering their quality of life and ability to set and achieve long-term goals.

We believe that housing – which is designed and delivered to respond to the social, cultural and economic needs of community – is a critical enabler to our broader individual and collective wellbeing. In a highly volatile region for housing security and affordability, our community continues to be negatively impacted by poor housing outcomes.

Our housing strategy sets the foundation for designing and delivering long-term community-led and place-based housing solutions.

### What will the housing strategy do?

We have developed a Housing Strategy to set the direction for housing and outline immediate and longer-term housing priorities for the Yindjibarndi Nation over the next ten years.

Our housing strategy will enable us to:

- Understand and respond to the different housing needs and aspirations of our people in how they want to live.
- Respond to challenges around housing security, affordability and sustainability for our members, particularly in the Pilbara region.
- Identify the approaches to meet people's needs given the complex funding, policy and operating systems for Aboriginal housing.
- Make investment decisions for housing that are strategic and in-line with our vision, purpose and broader activities related to nation building.
- Collaborate internally, with our members and key partners to improve housing and broader wellbeing outcomes for the Yindjibarndi Nation.

### How was the strategy developed?

The housing strategy draws on diverse sources and overlays expert knowledge of leading practice housing policy with a nuanced view of our people's experiences, needs and aspirations. It is grounded in community insights; evidence-informed analysis of current state of housing for members; and contemporary housing practice and policy, according to housing service providers, government, and industry stakeholders.

STRATEGIC CONTEXT

# Our story

### Where have we come from?

We have been connected to Yindjibarndi Ngurra since creation. The strengths of our community are rooted in deep connections to our Country, and safe places for full family and cultural lives.

### Where has happened?

Native title and the formation of Yindjibarndi Aboriginal Corporation paves the way for Yindjibarndi led housing solutions, enabled by the commitment, passion, and resilience of our people.

### Where are we today?

Our people's connection to Country and secure housing has been disrupted by colonisation, displacement, discrimination and paternalistic approaches to housing.

### Where are we going?

Understanding our people's needs and learning from experts has helped us identify what housing solutions are most relevant for our people and families. This is defined in this strategy.



### Over 50,000 years ago

The Marrga (creation spirits) formed the natural world and the Aboriginal people, creating different language groups within the Pilbara

### 1800s

UK and WA governments fund expedition to the Pilbara for new cotton-growing regions

### 1967

Yindjibarndi people forced to move into the Old Reserve outside Roebourne

### 1975

The State moves Yindjibarndi people from the Old Reserve into the Village in Roebourne

### 1980s

First houses are built in Ngurrawaana and community members move into 12 newly built houses in Cheeditha

### 2005

Federal Court determines Ngarluma-Yindjibarndi have non-exclusive possession to land

Yindjibarndi Aboriginal Corporation (YAC) becomes the prescribed body corporate for the Yindjibarndi native title rights and interests

### 2009

Roebourne report released by the WA Department of Indigenous Affairs

### 2013

YAC agree on long-term land use agreement with Rio Tinto

### 2017-2020

FMG appeal over YAC's exclusive possession over the adjacent area - dismissed by the High Court

### 2021

YAC-Rio modernisation process begins

YAC commit to delivering 10 transitional houses in Roebourne (Ganalili Development project)

### 2022

YAC apply to the Federal Court for compensation from FMG

Yindjibarndi Nation Limited (YNL) is created to deliver projects across the 3Cs portfolio

### 2022-2023

Development of the Yindjibarndi Housing Strategy

STRATEGIC CONTEXT

# Our people

### Where are our people?

Our members are largely spread across Western Australia and predominantly reside in Roebourne and the broader Pilbara.

Of approximately 1,500 Yindjibarndi people,<sup>1</sup> 469 are YAC members. A significant majority of YAC members reside in the Pilbara (79 per cent), mainly in regional towns and a notable proportion in Roebourne (36 per cent).<sup>2</sup>

Current data suggests lower mobility amongst respondents living in Roebourne, compared to the broader Pilbara region. This highlights that in the future, while there may be a concentration of our families in Roebourne, a notable number of families are likely to reside outside of Roebourne.

Based on current membership, there are 269 households (represented by a total 469 members) spread across Western Australia.



**79%** OR 212 HOUSEHOLDS RESIDE IN THE PILBARA REGION

**36%** OR 96 HOUSEHOLDS IN THE PILBARA RESIDE IN ROEBOURNE



**21%** OR 57 HOUSEHOLDS RESIDE OUTSIDE OF THE PILBARA

### Who are our people?

We are one of the Pilbara's proud First Nations, maintaining and strengthening our connection to Country through the continuous acknowledgement and observance of our traditional lore and customs. Under our lore, our people, our language and our Country are not separate, but inextricably related parts making up Yindjibarndi.

### Our people have a range of housing needs and aspirations

In Roebourne, our people tend to be older, in larger households, and more likely to reside in public housing. Outside of Roebourne, our younger people and families have different needs, with growing incomes and aspirations for home ownership. Therefore, it is critical that housing solutions are flexible and responsive to the diversity that exists within our community.

### Our people value the strong connections to Aboriginal people in the communities they live in

Many of our people are based in and around the town of Roebourne, on Ngarluma Country, and live and work closely with other Pilbara First Nations, whom share our commitment to lasting positive change. We recognise and respect our cultural connections across the Pilbara, and are excited by the potential broad impact of our strategy.

1. YAC Organisational Prospectus, 2014.  
2. Yindjibarndi membership list as at November 2021.

## STRATEGIC CONTEXT

# Case for change

### What is housing like today?

There are a number of challenges for our people to access housing in Roebourne and the Pilbara region:

- Due to low home ownership rates, many are vulnerable to volatile housing prices, driven by mining activity.
- In 2016, 15.7 per cent of Aboriginal dwellings in the Pilbara were classified as 'overcrowded'.
- In Roebourne, there is limited housing stock available, with 2022 vacancy rates at 0.9 per cent.
- Housing in Roebourne is much older than elsewhere, over half of the town's stock is more than 50 years old.

### The strategy must respond to the systemic challenges our people face

Our people's difficulties to access secure, appropriate and sustainable housing is underpinned by systemic challenges. Evidence of systemic challenges is the basis for our case for change.

### Interrelationship with complex social issues

Historical dispossession from Country has resulted in challenges that are interrelated to housing insecurity, such as poor health and education outcomes, family violence, incarceration, and drug and alcohol abuse. These risk factors have impacted the ability of families to own homes, maintain long-term tenancies and has led individuals to seek crisis accommodation as a result. The prevalence of such issues is disproportionately higher for Aboriginal and Torres Strait Islander people, who accounted for 27 per cent of Specialist Homelessness Service users in 2019-20.

### Prolonged economic disadvantage

Challenges related to education and employment opportunities and outcomes for First Nations peoples has been a barrier to building intergenerational wealth. As a result, our people face higher rates of low incomes, leading to challenges with secure and sustainable housing. This has been a significant obstacle to home ownership and the intergenerational transfer of housing and other assets within families. To address these disparities, some Yindjibarndi people require additional support to access and maintain housing.

### Lack of culturally safe social housing

Our people's cultural needs were not considered in the design and development of much of the current housing stock. In Roebourne, the government moved and split Yindjibarndi families into 'households' that were separate blocks across "the village" (public housing precinct). Families then congregated back to a single house, resulting in what they viewed as 'overcrowding', impacting their housing and wider security. Further, there are few houses available on Ngurra.

Community-led solutions to housing, especially on or near Ngurra (Country), will help deliver improved wellbeing outcomes.

Addressing the housing aspirations of all our people will benefit future generations.

Housing solutions that align with our cultural values and connection to Ngurra, will improve community outcomes.

## STRATEGIC CONTEXT

# Our opportunities

### Yindjibarndi people can be empowered to define and deliver solutions.

The strengths of our community are rooted in deep connections to Country and culture. We know that by taking the lead on community matters, we can begin to shift the disparity in outcomes.

Housing solutions for our community members will be most effective when they are Yindjibarndi led and delivered. By incorporating a strong community voice, we will ensure solutions reflect what our people need.

Through the delivery of Yindjibarndi led housing solutions, we can achieve our vision of building a resilient, prosperous community and creating a successful economic model for self-determination for our nation.



### Strengthening whole-of-system performance in the Pilbara

Better outcomes require systemic change. We aim to be a leading organisation in the region, driving improvements in housing and broader service delivery, ultimately supporting the delivery of better outcomes for our community and other Aboriginal people. We can build on existing partnerships and explore new relationships, to achieve common goals through joint initiatives, coordination, and holding one another to account.



### Providing comprehensive, enduring, direct housing supports

Different families require different supports. By working with our community we can design focused and tailored housing supports, whereby our families are empowered to identify and work towards their individual and/or collective housing aspirations. Wrap-around supports, which helps families to access a range of services, can also help families make progress towards their housing and other life goals.



### Designing housing that reflects the Yindjibarndi way of life

We can develop housing solutions that incorporate the Yindjibarndi way of life and align with how people want to live. For example, consideration of a 'family block' model where multiple separate dwellings all co-exist within a communal block. Having access to on-Country accommodation is a community priority. We can support our community members in accessing secure housing on-Country in Ngurrawaana or in other communities, such as Cheeditha.



### Increasing the stock of quality housing in the Pilbara

We can help address the unmet demand for housing across the Pilbara by supporting the maintenance and development of new housing stock. In doing so, we can provide employment opportunities and pathways for our people, and deliver culturally appropriate housing and related services that support our families to thrive wherever they choose to live.

STRATEGIC CONTEXT

## Our commitments

### What is YNL's role?

Yindjibarndi Nation Limited (YNL) is an organisation created in 2022, working under a project delivery model to deliver long-term, community led solutions to the challenges our community faces. We do this through working in partnership with other Yindjibarndi entities and partners, and key stakeholders across our region.

**We work across three focus areas of community, culture, and commerce to help our people prosper into the future and deliver on our broader nation building principles.**

### What are our focus areas?



#### 1. We strengthen community

We build and support individual and collective wellbeing through community centred, future focused projects. Providing access to safe and secure housing for our people is a key priority within this focus area.



#### 2. We teach culture

We maintain and grow cultural connection and wellbeing by prioritising our Ngurra, lore and kindship values.



#### 3. We build commerce

We are focused on building strategic partnerships and expanding our capabilities to improve Yindjibarndi's material wealth, ensuring we deliver equitable access to the benefits this brings.

### What are our nation building principles?

Our strategy is underpinned by proven Indigenous nation-building principles, contributing to the strengthening of our nation for the future.

**Decision-making:** We assert our right to exercise genuine decision-making authority and autonomy on issues that affect our community. We are committed to determining priorities and making decisions in partnership with our people.

**Capacity and capability:** The nation backs up authority with competence. We are committed to the sustainable development of our community, to building our capacity and capabilities in self-governance and program delivery, and putting in place effective and inclusive, Yindjibarndi-centred dispute resolution processes.

**Long-term priorities:** We approach community development not as a quick fix but as a means of building a community that works for us. We are committed to future focused thinking and creating lasting foundations for our collective wellbeing.

**Cultural and community authority:** Our governing institutions should reflect the ways in which our community and culture organises itself. Cultural authority and community governance provide the foundation from which to build thriving Yindjibarndi organisations and communities.

**Commitment to doing things differently:** To achieve our goals, we recognise the need for fundamental change to the way things have been done. We are committed to bringing the community along with us as together we define and shape the future we want.

STRATEGIC CONTEXT

## Our role in housing

### Our Housing Strategy gives us a structured plan to deliver better housing outcomes across our community.

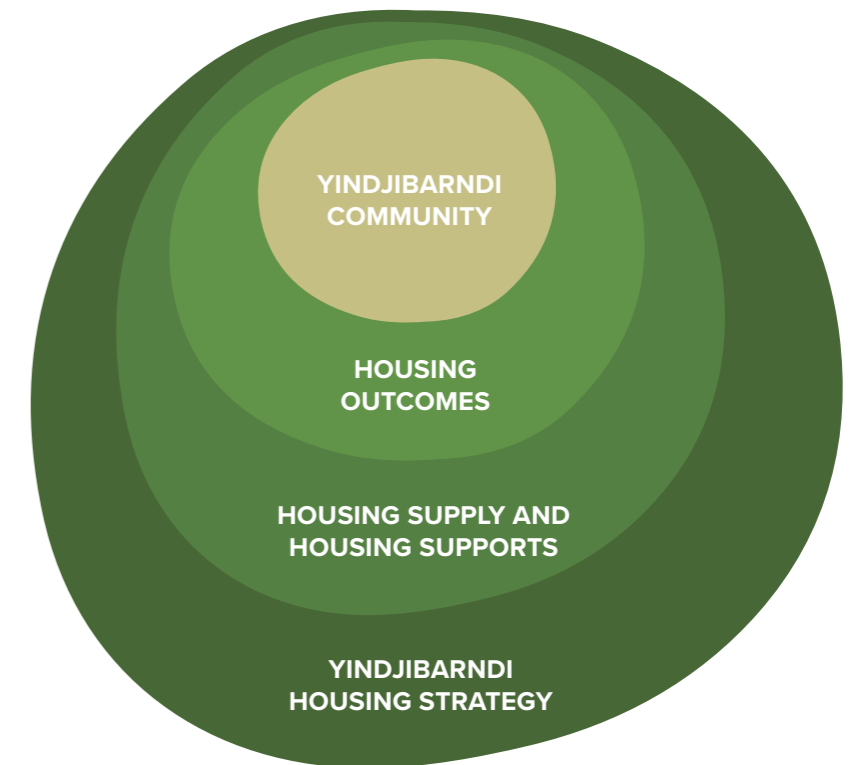
We have carefully considered the housing and housing-related supports we will deliver in-line with what is needed for our community. From speaking with our **Yindjibarndi community**, we know that they have a variety of different housing aspirations and needs that are reflected across the standard housing continuum.

There are key **housing outcomes** that our people want to achieve, including better health and wellbeing; education, training and employment opportunities; and intergenerational housing security and wealth.

We understand that to achieve these housing outcomes for our people, we play a major role in providing two key aspects:

- **Housing supply** across the housing continuum, including crisis accommodation; social housing; affordable rentals; market rentals; shared equity; and full ownership.
- **Housing supports** to help our members sustain tenancies and the quality of their housing, including an uplift and ongoing maintenance of housing quality; and wrap-around support services.

**Our Housing Strategy gives us a plan for how we will deliver culturally safe and responsive programs of work for our members, in collaboration with our strategic partners.**



# The solution

Our strategy has been developed by our community for our community. It defines our vision, purpose and outcomes we wish to achieve, as well as the strategic priorities and critical enablers that will help us get there.



## The VISION we want to contribute to

Yindjibarndi Nation is empowered to preserve, sustain and celebrate its culture, build resilient and prosperous communities through strategic business partnerships, and create a successful economic model for self-determination that benefits all Yindjibarndi members.



## The PURPOSE of our housing strategy

To maximise Yindjibarndi people's access to housing on Ngurra, with community or in town, that is culturally appropriate, secure and sustainable, through community led, holistic housing solutions.



## The OUTCOMES our work will achieve

- Yindjibarndi families have access to housing, enabling better outcomes in health, education, employment and financial security.
- Yindjibarndi Nation leads housing solutions in line with the Yindjibarndi vision, laying the structural foundations for nation building to realise collective well-being.



## Our strategic PRIORITIES for delivery

- Enhance system performance
- Provide or facilitate access to housing
- Provide wrap-around supports
- Maintain quality housing



## The critical ENABLERS to succeed

- Business capabilities within a sustainable operating model
- Strong strategic partnerships and relationships
- Good governance structures
- Advocacy, research, evaluation and learning



## Priority Yindjibarndi cohorts

- Elders
- Young people in employment
- Women and children
- People with disability
- Yindjibarndi families
- People living on Ngurra and in community

# Strategic priorities

We have identified four priorities that are crucial to realising our vision, purpose and desired outcomes.

## Enhance system performance

- As an employer, we will create employment pathways for community members, as part of our Housing Program. This will contribute to better housing outcomes for community members and also improve the system by increasing Yindjibarndi led programs and services.
- As a trusted, community led organisation, we will work towards improving the complex system of housing and related services for our people, and other Aboriginal communities in the Pilbara region. This will involve developing a holistic understanding of our community needs and the service system, and identifying ways to enhance the cultural appropriateness, capacity, quality, sustainability and coordination of services within the region. This will help maximise the effectiveness of services by ensuring they reflect community needs and reduce unnecessary duplication of effort.
- As a system leader, we will advocate for policy change on behalf of our community, by demonstrating what is needed and what works for our people and the communities they live in.

## Provide or facilitate access to housing

- We will deliver new housing or facilitate community members' access to financing for housing. We recognise the diverse needs, aspirations and financial capacity of our people and the need to maximise access to different types of housing (such as social, transitional, affordable or market housing), across a range of locations (e.g. in Roebourne, on Ngurra or in other discrete communities).

## Provide wrap-around supports

- We will provide culturally appropriate wrap-around supports and services to ensure that Yindjibarndi families can maintain their tenancies, feel empowered and build financial independence. We will provide supports such as tenant education, case management services and financial counselling.
- We will also establish Community Navigators who will connect community members to services and ensure families benefit from culturally responsive and inclusive services.

## Maintain quality housing

- We will develop new mechanisms to maintain quality housing for our tenants and community members in private households, and work with key partners, such as government and other community housing providers, to ensure all our members benefit from housing of an appropriate standard.
- We will leverage the skills and capabilities built across the Yindjibarndi entity, Yurra, to provide timely and responsive maintenances services, as well as refurbishing or renovating existing housing stock.

## STRATEGIC PRIORITY 1

# Enhance system performance

### What is its purpose?

We will work towards improving the complex system of housing and related services for our people, and other Aboriginal communities, particularly in the Pilbara region.

### Why is it needed?

The system of services supporting our community members is disparate and difficult to navigate. There is an opportunity to deliver new Yindjibarndi led services; understand gaps in the service system and better coordinate the delivery of culturally responsive services; and advocate for systemic solutions informed by evidence.

### What outcomes are we seeking?

By working together with service providers and government, we can ensure our community members, and other Aboriginal community members living in the Pilbara region, benefit from services that are culturally responsive, efficient, sustainable and connected.

### How will we partner with others to achieve this?

We will partner with organisations to build evidence of community housing needs and the current state of housing related services. We will then work collaboratively with Pilbara partners, including governments, to identify solutions that improve the overall system of services for communities in the Pilbara region.

## HOUSING INITIATIVES

### 1a. Create employment pathways for Yindjibarndi people

- Determine existing capabilities and capacity of our members and create employment pathways for our people through the Housing Program.
- Attract, retain and provide ongoing support for community members into employment across new housing-related services and supports.
- Evaluate the effectiveness of pathways supporting our people into gainful employment and opportunities to adapt/iterate our approach.

### 1b. Map and monitor Yindjibarndi housing needs and service gaps

- Conduct a Yindjibarndi census periodically to collect sovereign data and analyse the needs and aspirations of our people across different locations.
- Conduct housing audits of relevant stock including across the Pilbara region, Ngurrawaana and Cheeditha, to understand the number, quality and capacity of available housing and determine future refurbishment requirements.
- Monitor ongoing community housing needs and housing stock over the next ten years.

### 1c. Facilitate Pilbara-based coordination of housing and related services

- Map the system of services in Roebourne (and the Pilbara region) to identify key gaps in service provision and opportunities for better coordination of culturally responsive, sustainable services.
- Engage with Pilbara partners to improve our community members' access to and experience of existing services.

### 1d. Advocate for improvements via system leaders and service providers

- Assess the current and future housing system challenges and opportunities; and understand key system influencers and key levers for change.
- Work with partners to use data and evidence to collectively highlight opportunities to improve the housing system and related services and deliver better outcomes for our community members and Pilbara communities.
- Evaluate the effectiveness of our advocacy efforts in achieving better outcomes for Pilbara communities over time.

## STRATEGIC PRIORITY 2

# Provide or facilitate access to housing

### What is its purpose?

We will deliver new housing or facilitate our people's access to financing for housing, that is best suited to their housing aspirations, needs and financial capacity.

### Why is it needed?

There is a limited stock of culturally responsive, quality and affordable housing for our people, particularly in Roebourne and in the broader Pilbara region. Additionally, there is limited housing or accommodation that enables our people to connect to Ngurra or live within communities.

### What outcomes are we seeking?

Our people live the way they want to live. This means our people have access to culturally appropriate, stable, affordable housing, and are supported into home ownership, if they so desire.

### How will we partner with others to achieve this?

We will partner with others to increase the stock of quality housing in Roebourne and the broader Pilbara, through access to land, financing or existing housing stock. We will also work with others to help realise our peoples' aspirations for home ownership, leveraging existing shared equity programs or other housing-related supports.

## HOUSING INITIATIVES

### 2a. Co-deliver transitional or affordable housing with partners in Roebourne and elsewhere

- Deliver and evaluate outcomes of Ganalili Transitional Housing, the proof of concept for Yindjibarndi led transitional housing and related supports.
- Partner with an existing tier one community housing provider for tenancy management.
- Review community need for transitional/affordable housing, and sustainably grow Yindjibarndi's transitional and affordable housing portfolio over the next ten years.

### 2b. Determine on-Country options and develop future plans for accommodation

- Consult with community and identify best practice for sustainable community living options, including in Ngurrawaana and Cheeditha.
- Develop plans for accommodation and infrastructure in these communities, including access to utilities and critical support services.
- Deliver housing options in-line with the developed plans.
- Review community members' use of and satisfaction with relevant accommodation and infrastructure to identify potential improvements, and sustainability of the infrastructure.

### 2c. Determine options to deliver culturally appropriate social housing

- Work with government to understand existing social housing stock in the Pilbara region.
- Develop building designs and standards that reflect Yindjibarndi ways of being, knowing and doing.
- Review options to finance, deliver, maintain and sustainably grow social housing stock.

### 2d. Review options to refurbish and sell new housing stock (Yurra)

- Work with partners to identify housing stock that could be refurbished in Roebourne and the broader Pilbara from the housing audit.
- Understand the preferences and capacity for home ownership across the community and where people want to live.
- Review the feasibility of purchasing, refurbishing and selling market housing over the next ten years.

## STRATEGIC PRIORITY 3

# Provide wrap-around supports

### What is its purpose?

We will provide culturally appropriate wrap-around supports and services to ensure that Yindjibarndi families can maintain their tenancies, feel empowered and build financial independence.

### Why is it needed?

Dispossession, discrimination, and paternalistic approaches to housing has shaped the lived experience of our people. In order to achieve better housing outcomes, we need to provide and connect our people to holistic solutions that value cultural identity; social and emotional wellbeing; and financial empowerment.

### What outcomes are we seeking?

By providing or connecting our people to culturally appropriate services and supports, we can create pathways out of vulnerability and risk, and pathways towards empowerment and agency.

### How will we partner with others to achieve this?

We will partner with key service providers in the region to deliver and connect our people to wrap-around supports, and work with them to build their capacity to deliver culturally responsive services.

## HOUSING INITIATIVES

### 3a. Provide financial counselling services

- Determine the potential demand for financial counselling services that will build our people's financial literacy, financial management skills and budgeting, to reach long-term financial security.
- Partner with another organisation to deliver financial counselling services, and assess options to bring financial counselling in-house over time.
- Evaluate the effectiveness of services and review options to increase the scope and/or scale over time, and build our internal capabilities.

### 3b. Provide tenancy support services to advocate for and support households' needs

- Determine the scope of work required for tenancy support services that assist individuals and families to maintain their tenancies, including tenant education and case management services.
- Recruit and train the required number of staff to provide services, reviewing demand over time and adjusting internal capacity and training requirements as needed.

### 3c. Provide navigation services to connect families to government shared equity, and other programs; health and wellbeing services; and crisis accommodation

- Conduct system mapping to define the services provided by key organisations to community members in the Pilbara region, such as:
  - shared equity programs to enable families to enter home ownership
  - crisis accommodation for vulnerable people needing temporary accommodation, and
  - health and wellbeing services focused on improving physical, social and emotional health of the community.
- Recruit and train Community Navigator/s who will create referral pathways and link members to key services that support their housing and related outcomes.
- Review the effectiveness of community navigation services and tailor as needed according to demand.

## STRATEGIC PRIORITY 4

# Maintain quality housing

### What is its purpose?

We will develop new mechanisms to maintain quality housing for our tenants and community members in private households, and work with key partners, such as government and other community housing providers, to ensure all our people benefit from housing of an appropriate standard, leveraging Yindjibarndi skills and capabilities in building and maintenance.

### Why is it needed?

The current quality of housing for our members, particularly in Roebourne and the Pilbara, can vary significantly. There is an opportunity to work with existing property owners and housing providers, to lift the quality of housing and ensure a standard of housing that reflects community needs and aspirations.

### What outcomes are we seeking?

We want our people to live with dignity in safe, resilient and sustainable housing.

### How will we partner with others to achieve this?

We will partner with property owners, housing providers and building or maintenance service providers, to ensure quality housing at scale, across Roebourne and the broader Pilbara.

## HOUSING INITIATIVES

### 4a. Provide maintenance services to the Yindjibarndi Nation, government, community housing providers and individual households (Yurra)

- Understand the condition of our people's housing to determine the scope of potential maintenance services.
- Develop a schedule of maintenance works and the scope/scale of work required.
- Explore opportunities to partner with existing housing providers and establish service agreements to deliver regular, responsive maintenance services.
- Monitor and review the approach to maintenance over time.

### 4b. Renovate existing social housing stock (Yurra)

- Identify the supply of existing social housing stock for potential renovation.
- Collaborate with existing housing providers to upgrade the quality of existing housing.

## Critical enablers

There are four critical enablers that will underpin our delivery of the housing strategy. These enablers are foundational in establishing an effective and sustainable community housing organisation.

- Business capabilities within a sustainable operating model**

We will establish a new, registered community housing organisation, with the appropriate organisational structures, systems and processes in place to sustainably grow the scope, scale and impact of our housing stock and related services. Over the next ten years, we will build a team with the requisite cultural awareness, skills and expertise to effectively and efficiently perform their roles; build trusted relationships with key stakeholders; manage, maintain and sustainably grow a housing portfolio and related services; assess ongoing operational risks; and continuously adapt and deliver housing solutions that demonstrate positive outcomes for our people.
- Strong strategic partnerships and relationships**

We will foster purposeful relationships with strategic partners, including across governments, industry the community sector and other Aboriginal community organisations. Our partnerships will generate new opportunities for funding, service delivery or joint advocacy efforts. Together, we can leverage our collective strengths, expertise and capacity to deliver impactful solutions for our people and the communities they live in. We will establish clear roles, responsibilities and accountabilities across our partnerships, and clearly define our mutual goals, purpose and the outcomes we want to achieve together. Our partnerships will be characterised by open communication, a collaborative mindset and joint commitment to achieving shared objectives. Our aim is to work with trusted partners to deliver our housing commitments to community, and over time build our capacity and capabilities to realise Yindjibarndi led and delivered solutions.
- Good governance structures**

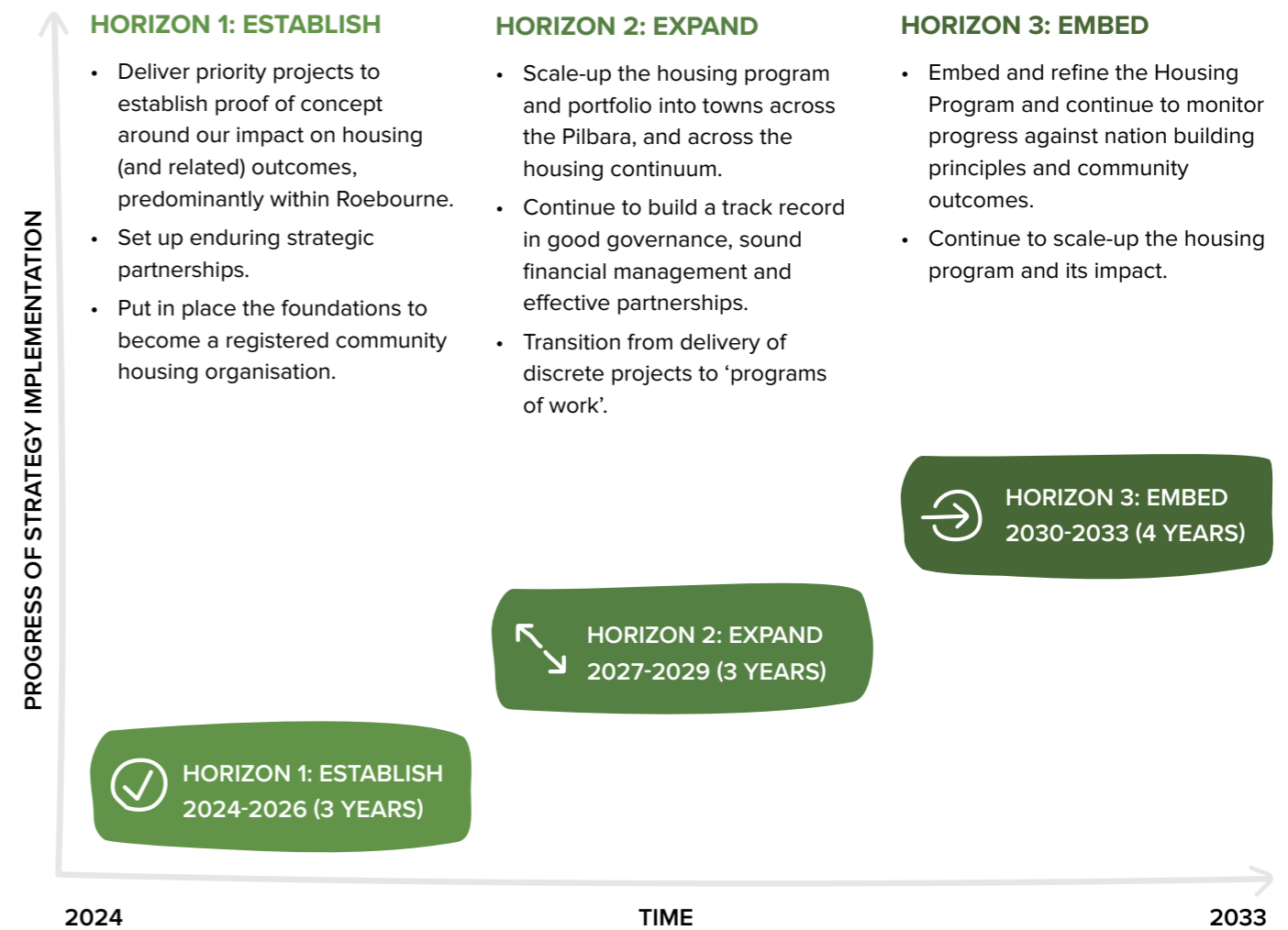
We will establish and maintain strong oversight and governance structures across the organisation and implementation activities. The governance structures will enable sound, strategic decision-making on behalf of the community, to whom we are accountable to. Our governance structures will also be responsible for driving implementation of our housing priorities and ensure it reflects what matters most to community and aligned to long-term priorities. This will be underpinned by a Board with a spread of expertise, including cultural knowledge and authority, and subject matter expertise.
- Advocacy, research, evaluation and learning**

We believe we can play a critical role in advocating for a better future for our people and the communities they live in, by highlighting opportunities for systemic change and improving housing and related services that are currently provided, particularly in Roebourne and the broader Pilbara region. Our research and evaluation functions will underpin our advocacy efforts. We will regularly collect sovereign data which will be owned, controlled and accessible to our people, to tell the story of our people, and highlight evidence of housing solutions that show promise in realising sustained, positive outcomes. We will also use our data to regularly monitor and evaluate the implementation of the housing strategy, iterate/adapt initiatives as needed and make decisions on future priorities.

## The three horizons

Over the next ten years, we will deliver our Housing Program over three horizons.

The housing strategy outlines our role in providing better housing outcomes for our people over a ten-year period, which can be split into three distinct time horizons. In delivering the housing strategy, we aim to achieve the following key objectives for each time horizon, which will allow us to start small and progressively increase the scope and scale of housing and housing supports we provide.



# Priority projects

We will focus our efforts across four priority projects.

## PRIORITY PROJECT ONE

### Establishment of a New Housing Entity: Yindjibarndi Nation Housing Limited (YNHL)

#### Why is this project needed?

YNHL as a new Community Housing Organisation (CHO) will be the vehicle for the Yindjibarndi Nation to deliver housing and related services; access financing; and build a portfolio of housing assets in the long-term. YNHL will be based on the principles of nation building which includes Yindjibarndi led decision-making, cultural authority and alignment with the longer-term aspirations for the nation.

#### What are the immediate goals for this project?

We establish the required processes, systems, and partnerships to set up a registered CHO with the right people, capacity and capabilities to deliver the Yindjibarndi Housing Program. YNHL becomes central to maximising our people's access to housing and related-services, and creates employment pathways and opportunities for community members. We build the evidence base for our people's housing needs and the current state of housing and service provision in Roebourne and the broader Pilbara region.

#### What are the longer-term goals of this project?

Our people benefit from better access to housing that is community-led, culturally appropriate, secure and sustainable. In the longer term, we build a self-sustaining CHO that reflects our vision for nation building and enables us to build our wealth through a diversified property portfolio. This builds the foundation for the expansion of Yindjibarndi led services and solutions across a range of community priorities.

#### Who will benefit from this project?

Community members will benefit from a new organisation dedicated to delivering better housing outcomes for our people. The activities within this project will also lay the foundations for an effective, impactful CHO, benefiting YNHL's staff, leaders, and strategic partners through the creation of sound governance and sophisticated internal operations.

#### What is our measure of success?

By 2026, we have established a registered CHO and successfully established our critical enablers to deliver our strategic priorities as intended.

## PRIORITY PROJECT TWO

### Ganalili Transitional Housing

#### Why is this project needed?

In Roebourne, there are high rates of overcrowding and a lack of available, good quality housing. A lack of affordable, secure, and appropriate housing can lead to negative outcomes such as homelessness, poor health, and lower rates of employment and education participation. There is an opportunity to provide stable housing to employed young people in Roebourne, with appropriate wrap-around supports, to improve their ability to maintain stable employment and tenancies in the future.

#### What are the immediate goals for this project?

We deliver more affordable housing to young people in employment in Roebourne, with wrap-around tenancy support and financial counselling.

#### What are the longer-term goals of this project?

There is an increase in workplace training and employment outcomes for young Aboriginal people in Roebourne, which will build financial capacity and create pathways into the private rental, home ownership or affordable housing market. In the long-run, the project aims to reduce the rates of re-entry into the Corrective Services system and drive positive investments that create community pride and reflect self-determination in the Roebourne community.

#### Who will benefit from this project?

Primarily employees of Yurra including supported apprentices, low skill employees and ex-prisoners.

#### What is our measure of success?

By 2026, we have delivered our 'proof of concept' for transitional housing; evaluated the success of the program; and identified considerations for new transitional and affordable housing solutions.

## PRIORITY PROJECT THREE

### Elders' Housing

#### Why is this project needed?

Our Elders play an important role as leaders within our community. They are the ones who pass down our stories and cultural knowledge to our Young People; care for Country and community; and foster intergenerational wellbeing. As a matter of respect, we need to ensure our Elders and seniors have access to housing that is safe and supportive; built around Yindjibarndi identity and values; and fosters a sense of belonging and dignity.

#### What are the immediate goals for this project?

We provide independent aged living accommodation for Elders and seniors in Roebourne, that is holistic, inclusive, respectful, and responsive to their care needs.

#### What are the longer-term goals of this project?

Yindjibarndi Elders and seniors are empowered to age well within community, paving the way for future Yindjibarndi led and delivered housing solutions, including for priority cohorts.

#### Who will benefit from this project?

Our Elders and seniors over the age of 50 in Roebourne.

#### What is our measure of success?

By 2026, we have established appropriate accommodation for some of our Elders that meets their specific aged care and cultural needs; and developed the housing standard for our seniors which will inform future housing solutions.

## PRIORITY PROJECT FOUR

### Housing in Discrete Communities

#### Why is this project needed?

Connection to Ngurra and community is a priority for our people, particularly community members currently living in Ngurrawaana and Cheeditha. There is a need to improve the state of housing and accommodation in discrete communities.

#### What are the immediate goals for this project?

We deliver and maintain secure, sustainable housing in discrete communities including Ngurrawaana and Cheeditha. The design of housing solutions is culturally appropriate for our members, and the quality of housing does not act as a barrier to maintaining positive wellbeing outcomes.

#### What are the longer-term goals of this project?

Community members have access to secure housing wherever they may live.

#### Who will benefit from this project?

Our people who wish to live on Ngurra (Country) and/or in communities rather than in towns.

#### What is our measure of success?

By 2026, we have provided secure, sustainable housing/accommodation for our people on Ngurra, and in communities; and developed a standard for remote/community-based housing.



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### Aboriginal Community Organisations

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Noongar Mia Mia

