

**Ngarrindjeri Ruwe Empowered Communities  
Aboriginal & Torres Strait Islander Aboriginal  
Corporation  
ICN: 9138**

**Regional  
Development  
Agenda  
2024 - 2030**



**Backbone for  
Empowered Communities  
In the  
Lower River Murray, Lakes,  
Coorong and  
Southern Fleurieu  
Region.**

**Let us Nukkan, Kungan, Yunnan  
See each other, & who we represent  
Hear each other, and the Cultural knowledge, respect & values that drive us,  
Speak to each other, in away that builds this relationship.**



## Contents

Regional Development Agenda .....	3
Future Direction .....	3
Vision .....	4
Mission .....	5
Guiding Principles .....	6
Regional Context & Analysis .....	8
SWOT Analysis .....	11
Strategic Priorities .....	13
Stakeholder Engagement.....	15
Partnerships.....	16
Action Plan.....	18
Our Partners.....	21

# "We are Ngarrindjeri We are Water People"

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*“Stitch by stitch,  
circle by circle,  
weaving  
is like the  
creation of life.  
All things are  
connected”*

*Aunty Ellen Trevorrow*



# Ngarrindjeri Ruwe ATSI Empowered Communities

## Regional Development Agenda

The Regional Development Agenda embodies the journey of the Aboriginal people walking together toward a future grounded in self-determination, resilience, and cultural strength. It reflects our shared commitment to honouring our heritage while building opportunities for economic growth, social wellbeing, and sustainable care for our lands and waters. This agenda is not a path walked alone, it calls for collaboration and unity, bringing together our community, partners, and allies to navigate challenges and celebrate successes. Together, we walk with purpose, ensuring that every step strengthens our connection to Country, culture, and each other, creating a legacy of pride, empowerment, and opportunity for generations to come.

### Our Future Direction

**Ngarrindjeri Ruwe Empowered Communities - Regional Development Agenda** embodies a forward-looking vision grounded in a deep respect for the legacy of those who came before us. As we align the aspirations and priorities of Ngarrindjeri people with a strategic framework that fosters sustainable development, cultural preservation, and community empowerment, we honour the enduring efforts, wisdom, and sacrifices of past generations. Their resilience and leadership have laid the foundation upon which we continue to build today.

At the heart of this agenda are the principle of “**Let us Nukkan, Kungan, Yunnan**” to **See** each other and who we represent, to **Hear** each other and the cultural knowledge, respect, and values that drive us, and to **Speak** to each other in ways that build this relationship. This framework ensures that every initiative not only addresses the challenges of the present and future but also honours the cultural integrity and contributions of our ancestors.

Building on this foundation, we are entering a new phase of action firmly guided by our seven priorities: **Healthy Country, Healthy People, Future Generation Leadership, Bring Community Together, Economic Empowerment, Liveable Homes and Community Places,** and **Kungan (Listen), Nukkan (See), Yunnan (Speak).**

Through the establishment of our **Ngarrindjeri-Led Governance Framework**, we are enhancing decision-making processes that prioritise Ngarrindjeri leadership in identifying programs and service providers aligned with our priorities. This framework ensures that proposed programs and initiatives are thoroughly assessed through community panels, reflecting our shared goals and aspirations. This approach exemplifies our commitment to empowerment, self-determination, and fostering effective partnerships for sustainable community development in **Ngarrindjeri Ruwe**.

## 1. Vision and Mission

### Vision:

**"A thriving Ngarrindjeri Ruwe (Land) where culture, community, and economic resilience flourish in harmony with the land and waters."**

This vision encapsulates Ngarrindjeri aspiration for a future where the health and wellbeing of the land, waters, and people are deeply interconnected. It envisions a Ngarrindjeri Ruwe where cultural heritage is celebrated, and traditional knowledge is central to every aspect of development.

### A thriving Ngarrindjeri Ruwe represents:

- **Cultural Preservation:** Ensuring Ngarrindjeri traditions, language, and identity are alive and celebrated, creating a strong sense of pride and continuity for future generations.
- **Community Strength:** Building communities where individuals and families feel safe, supported, and empowered, with access to education, housing, health services, and meaningful opportunities.
- **Economic Resilience:** Fostering sustainable industries and economic opportunities that reflect Ngarrindjeri values, ensuring the prosperity of the community while respecting the environment.
- **Environmental Stewardship:** Caring for the lands, waters, and ecosystems of Ngarrindjeri Ruwe, guided by traditional practices and modern sustainability approaches to protect its beauty and resources for generations to come.



***Our **vision** emphasises  
harmony,  
where progress and tradition  
coexist, and the prosperity of  
people and the health of  
Ruwe are mutually  
reinforcing.***



## **Mission:**

**To empower Ngarrindjeri communities by promoting self-determination, sustainable development, and cultural leadership while safeguarding the natural and cultural heritage, including the cultural intellectual property, of Ngarrindjeri Ruwe.**

This mission highlights the commitment to preserving and protecting Ngarrindjeri cultural intellectual property, encompassing traditional knowledge, practices, stories, art, and language, as an integral part of the community's heritage and identity. It underscores the importance of Ngarrindjeri leadership in decision-making and the role of sustainable development in ensuring cultural, environmental, and economic resilience.

## **Key elements of this mission include:**

- **Empowering Communities:** Equipping Ngarrindjeri people with the tools, resources, and authority to lead initiatives that reflect their cultural values and aspirations.
- **Promoting Self-Determination:** Strengthening governance structures that enable Ngarrindjeri Nation to exercise autonomy and shape its future while safeguarding its cultural identity.
- **Sustainable Development:** Ensuring that social, economic, and environmental initiatives are guided by Ngarrindjeri principles, creating opportunities for growth that align with long-term stewardship of Ruwe.
- **Cultural Leadership:** Centring cultural knowledge and practices in all development efforts, fostering pride and unity while celebrating the richness of Ngarrindjeri heritage.
- **Safeguarding Cultural and Natural Heritage:** Protecting Ngarrindjeri Ruwe its lands, waters, and ecosystems and the cultural and intellectual property connected to it, ensuring they are preserved and respected for future generations.
- **Preserving Cultural Intellectual Property:** Advocating for the recognition, protection, and appropriate use of Ngarrindjeri cultural expressions, knowledge, and traditions, ensuring that they remain under the control and authority of the Ngarrindjeri people.

## **Summary**

**Our mission affirms that Ngarrindjeri cultural intellectual property is not just a legacy of the past but a dynamic and living part of the community's present and future, critical to self-determination, sustainable development, and cultural empowerment.**

## 2. Guiding Principles

**These principles form the foundation of NREC’s Regional Development Agenda, deeply rooted in the history, culture, and connection to Country that define the Ngarrindjeri people. They honour the strength and resilience of our ancestors, who navigated profound challenges while holding steadfast to Ngarrindjeri lore and values. The agenda serves as a continuation of this legacy, a guiding framework that reflects the aspirations of our people and the interconnectedness of our lives with the lands and waters of our Country. It is a pathway for growth and renewal, ensuring that each step we take respects the past, embraces the present, and creates opportunities for a thriving future. With these principles at its heart, the Regional Development Agenda not only drives economic and social advancement but also strengthens the cultural identity and collective spirit of Ngarrindjeri people.**

1. **Unity and Support:** Embracing the strength of standing together as a community, fostering mutual support, shared responsibility, and collective action to achieve our goals and overcome challenges. This principle reflects our commitment to lifting each other up, ensuring no one is left behind, and building resilience through solidarity.
2. **Ngarrindjeri Leadership:** Respecting and empowering Ngarrindjeri governance structures to ensure decisions reflect the values, knowledge, and aspirations of the Ngarrindjeri Nation.
3. **Cultural Integrity:** Ensuring all development respects, integrates, and preserves Ngarrindjeri cultural knowledge, practices, and traditions, maintaining a strong connection to our heritage.
4. **Sustainability:** Prioritising environmentally and socially sustainable initiatives to protect and enhance the health of Ngarrindjeri Ruwe (lands, waters, and ecosystems) for current and future generations.
5. **Inclusivity and Equity:** Addressing the diverse needs of all community members, with particular focus on women, youth, and elders, to ensure opportunities for everyone.
6. **Collaboration:** Strengthening partnerships with government, private sector, and community organisations to foster collective action and mutual respect.
7. **Empowerment:** Providing tools, knowledge, and opportunities to build capacity within the Ngarrindjeri community, enabling self-determination and leadership in decision-making processes.
8. **Transparency:** Maintaining accountability and openness in all activities to foster trust and strengthen relationships with the community and partners.
9. **Resilience:** Building the capacity of Ngarrindjeri people and organisations to adapt to social, economic, and environmental challenges through proactive planning and resourcefulness.

10. **Cultural Safety:** Ensuring that all programs, services, and initiatives are delivered in culturally safe and respectful ways, honouring the spiritual and cultural wellbeing of the Ngarrindjeri people.
11. **Education and Knowledge Sharing:** Promoting intergenerational knowledge sharing to preserve Ngarrindjeri culture while equipping the community with modern skills and education for a sustainable future.
12. **Community Voice:** Upholding the principle of "Nukkan, Kungan, Yunnan" seeing, hearing, and speaking to each other in ways that build relationships, foster understanding, and reflect community aspirations.
13. **Accountability:** Ensuring that all initiatives are delivered with measurable outcomes, aligned with the community's goals, and subject to regular review and improvement.
14. **Innovation:** Embracing creative and forward-thinking solutions that respect Ngarrindjeri values while addressing contemporary challenges and opportunities.

We will influence and make  
Decisions at every  
Touch point of our life:  
Governance, Health,  
Education, Business, Employment,  
Country, Housing, Wellbeing,  
Culture and Language.

A healthy country with healthy people.

### 3. Regional Context and Analysis

**This analysis provides a comprehensive understanding of the region's current state, challenges, and opportunities, creating a solid foundation for targeted and impactful development initiatives.**

- **Demographics and Population Needs:**
  - Analyse the Ngarrindjeri population's age distribution, gender balance, and geographic spread.
  - Identify employment rates, key industries of work, and unemployment challenges.
  - Assess education levels and access to schooling, higher education, and vocational training.
  - Examine health outcomes, including access to healthcare services and prevalent health concerns (e.g., chronic illnesses, mental health).
- **Economic Profile:**
  - Identify industries contributing to the regional economy (e.g., tourism, fishing, agriculture).
  - Highlight potential areas for economic growth, such as cultural enterprises, eco-tourism, and renewable energy.
  - Assess gaps in infrastructure, including housing, transportation, and digital connectivity, that limit economic potential.
- **Cultural and Environmental Assets:**
  - Inventory of significant cultural sites (e.g., sacred locations, historical landmarks).
  - Status of Ruwe health, including the condition of rivers, lakes, wetlands, and biodiversity.
  - Identification of natural resources requiring sustainable management and protection.
- **Community Wellbeing and Social Challenges:**
  - Assess community safety, social cohesion, and the availability of recreational and cultural facilities.
  - Examine challenges such as substance abuse, mental health, and family support needs.
  - Evaluate the effectiveness of current social services and identify areas for improvement.
- **Infrastructure and Housing:**
  - Analyse the state of housing availability and quality, including overcrowding and suitability for cultural practices.
  - Review public infrastructure such as roads, community facilities, and utilities.
  - Identify areas requiring urgent attention, such as housing for elders, youth facilities, and community hubs.



- **Educational and Workforce Development:**
  - Assess access to primary, secondary, and tertiary education, including barriers to enrolment and retention.
  - Identify gaps in vocational training and workforce development programs tailored to the community's needs.
  - Examine pathways for Ngarrindjeri youth to transition from education to employment.
  
- **Climate and Environmental Challenges:**
  - Analyse the impacts of climate change on Ruwe, such as rising sea levels, droughts, and biodiversity loss.
  - Evaluate the effectiveness of existing conservation programs and climate adaptation strategies.
  - Identify priority areas for restoration and conservation.
  
- **Health and Wellbeing:**
  - Map current health services and programs within the region, identifying gaps in access to culturally safe care.
  - Highlight prevalent health concerns, including chronic diseases, mental health issues, and access to preventive care.
  - Assess how cultural practices, such as traditional healing, are integrated into health programs.
  
- **Cultural Identity and Language Revitalisation:**
  - Evaluate the status of Ngarrindjeri language use and preservation efforts.
  - Highlight cultural practices and traditions in need of revitalisation.
  - Identify opportunities for cultural education and intergenerational knowledge sharing.
  
- **Youth Engagement and Leadership Development:**
  - Assess the challenges and aspirations of Ngarrindjeri youth, including barriers to education and employment.
  - Identify existing programs and gaps in opportunities for youth leadership and community participation.
  - Explore ways to actively involve youth in decision-making processes and cultural revitalisation.
  
- **Partnerships and Collaboration:**
  - Analyse the effectiveness of current partnerships with government agencies, NGOs, and private stakeholders.
  - Identify potential new partners to address key challenges and seize opportunities.
  - Evaluate the role of Aboriginal-controlled organisations in advancing community priorities.
  
- **Policy and Regulatory Environment:**

- Assess how current policies and regulations impact Ngarrindjeri Ruwe and communities.
- Identify opportunities to influence policy reforms that support self-determination and sustainable development.
- Highlight gaps in legislative support for Ngarrindjeri priorities.
- **Future Challenges and Opportunities:**
  - Identify emerging challenges, such as population growth, technological advancements, or global economic shifts.
  - Highlight long-term opportunities, such as leveraging digital technology, renewable energy projects, or innovative partnerships.
  - Explore strategies to enhance community resilience against external risks.

## We Are Water People

Tom Trevorrow Snr:

A Ngarrindjeri Man of High Degree

*If my Ngatji is getting sick and dying, it means my country is getting sick and dying. That's connection to country.*

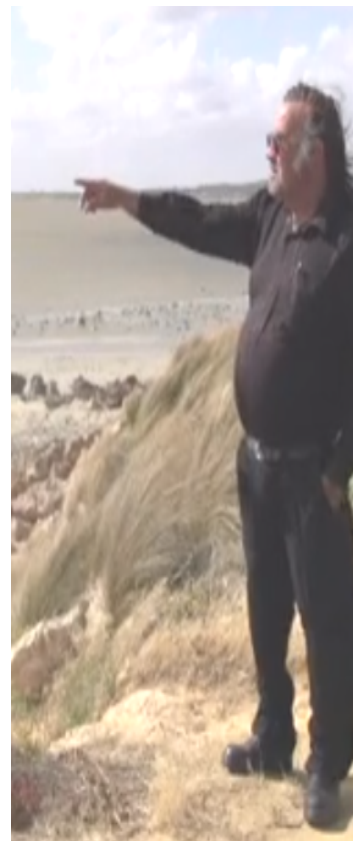
*We're all punished because people won't change.*

*Culturally and spiritually, it's tearing us apart.*

*In my younger days, the Coorong was alive, you could feel it, see it, catch fish, get eggs, get a feed, birds, all fruits and berries were plentiful. Cockles, you could have a good feed, hard to do now, everything's changing so much.*

*That's how we feel about it at this time.*

**Diane Bell**



## SWOT Analysis

This **SWOT Analysis** provides a comprehensive understanding of the internal and external factors influencing the development and implementation of **NREC's Regional Development Agenda**. It highlights challenges and opportunities, offering a foundation for addressing weaknesses and threats while leveraging strengths and opportunities collaboratively. This approach helps identify areas for growth while mitigating risks, ensuring the agenda supports the aspirations of the Ngarrindjeri people.

### **Strengths**

- Rich cultural heritage that forms the foundation of community identity and pride.
- Strong leadership structures rooted in Ngarrindjeri traditions and governance.
- Community cohesion, with a shared commitment to preserving culture and Ruwe.
- Deep connection to Ruwe, guiding environmental stewardship and sustainable practices.
- Established partnerships with government, NGOs, and educational institutions.
- A growing network of Aboriginal-controlled organisations that enhance self-determination and service delivery.

### ● **Weaknesses**

- Limited access to healthcare, particularly culturally safe and holistic services.
- Challenges in accessing quality education and training opportunities for all age groups.
- Inadequate housing availability, leading to overcrowding and housing insecurity.
- Employment opportunities are scarce, with barriers to entry for community members in certain industries.
- Infrastructure deficits, including transport, digital connectivity, and community facilities.
- Funding is fragmented, with inconsistent support from government and other sources, creating challenges in sustaining long-term initiatives.
- Lack of a fully unified, shared vision for the future of Ngarrindjeri, limiting the community's ability to collectively advocate for and achieve common goals.

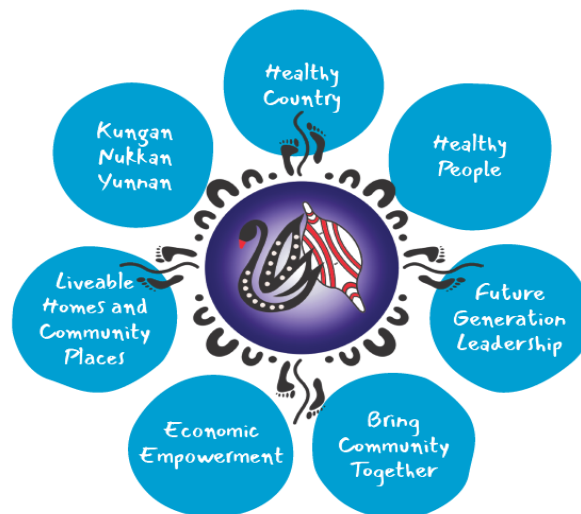
### ● **Opportunities**

- Expanding cultural tourism initiatives to showcase Ngarrindjeri heritage and generate economic growth.
- Developing sustainable industries such as renewable energy, eco-tourism, and agriculture.
- Enhancing partnerships with local councils, universities, and private sector organisations.
- Leveraging government programs and grants to fund housing, infrastructure, and health projects.
- Promoting Ngarrindjeri language revitalisation as a cultural and educational initiative.
- Advancing Indigenous procurement policies to create more opportunities for Ngarrindjeri-led businesses.

- **Threats**

- Environmental degradation, including pollution, habitat destruction, and loss of biodiversity in Ngarrindjeri Ruwe.
- Climate change impacts, such as rising sea levels, drought, and extreme weather events.
- Systemic inequities, including racism, lack of cultural competency in service providers, and exclusion from decision-making processes.
- Resource limitations, such as inconsistent funding and access to technical expertise.
- Loss of cultural knowledge due to generational gaps and external pressures.
- Economic challenges, including fluctuations in funding priorities and market conditions that may impact sustainability initiatives.

## ***Our 7 Priorities***





## 4. Strategic Priorities

**This strategic goal emphasises the importance of standing together as a community to drive progress, strengthen connections, and create a cohesive and empowered future for Ngarrindjeri. Together, these Strategic Priorities provide a comprehensive and culturally grounded framework for achieving the goals of NREC's Regional Development Agenda, ensuring the wellbeing, empowerment, and sustainability of the Ngarrindjeri Nation.**

### **Key Objectives:**

- **Community Unity and Shared Vision**

**Goal:** Foster a sense of unity and shared purpose by bringing Ngarrindjeri community together to support a common vision and collective endeavour.

- Promote open dialogue and collaboration among community members to build consensus on shared priorities and aspirations.
- Create opportunities for collective engagement through cultural events, workshops, and forums that celebrate Ngarrindjeri heritage and strengthen social bonds.
- Develop initiatives that encourage intergenerational knowledge-sharing and foster mutual support within the community.
- Build a unified narrative of the future, aligning efforts across all segments of the community toward achieving NREC's vision.

- **Economic Empowerment**

**Goal:** Create opportunities for Ngarrindjeri-led economic growth that align with cultural values and sustainability principles.

- Develop with the support of The Circle, Ngarrindjeri-led businesses in tourism, arts, sustainable energy, and agriculture.
- Enhance skills training and employment opportunities for youth and community members.
- Advocate for Indigenous procurement opportunities and support for small businesses through mentorship and funding.

- **Health and Wellbeing**

**Goal:** Ensure Ngarrindjeri people have access to holistic, culturally safe healthcare and wellbeing services.

- Expand access to culturally safe healthcare services through partnerships with providers like Moorundi ACCHS.
- Strengthen programs addressing mental health, substance use, chronic disease prevention, and traditional healing practices.
- Advocate for the establishment of a Ngarrindjeri Health and Wellbeing Centre.

- **Education and Capacity Building**

**Goal:** Empower Ngarrindjeri people through access to education and skill-building opportunities.

- Promote education programs that blend traditional knowledge systems with modern skills.
- Partner with institutions like UniSA to facilitate pathways to higher education, vocational training, and scholarships.

- Support adult education programs to address skills gaps and promote lifelong learning.
- **Cultural Heritage and Language Preservation**  
**Goal:** Safeguard and revitalise Ngarrindjeri cultural practices, sites, and language for current and future generations.
  - Preserve Ngarrindjeri cultural sites through co-management agreements and advocacy.
  - Promote cultural tourism initiatives that celebrate Ngarrindjeri heritage and generate economic opportunities.
  - Revitalise the Ngarrindjeri language by developing teaching resources, offering community language programs, and integrating language into schools and events.
  - Foster intergenerational knowledge-sharing between elders and youth.
- **Housing and Infrastructure Development**  
**Goal:** Ensure access to safe, culturally appropriate housing and essential community infrastructure.
  - Advocate for improved housing availability, design, and quality that reflects Ngarrindjeri cultural practices and community needs.
  - Develop transport and digital connectivity solutions to reduce barriers to services and economic participation.
  - Support the creation of community hubs and facilities that foster social, cultural, and economic activities, including gyms, cultural centres, and training spaces.
- **Land Management and Environmental Stewardship**  
**Goal:** Protect and restore Ngarrindjeri Ruwe (Country) through sustainable practices and community-led programs.
  - Strengthen programs like the "Working on Country" initiative for managing and conserving natural resources.
  - Develop climate adaptation strategies to address the impacts of environmental change on Ngarrindjeri Ruwe.
  - Promote community-led sustainability initiatives such as waste management and biodiversity conservation.

## 5. Stakeholder Engagement

### Ngarrindjeri Leadership

**Overview:** Ngarrindjeri leadership is central to decision-making processes, reflecting cultural values and guiding the agenda in alignment with the aspirations of Ngarrindjeri Nation.

#### **Key Stakeholders:**

- **NREC Board:** Provides overarching governance and strategic direction for the agenda.
- **Elders:** Serve as cultural custodians, ensuring that initiatives respect and integrate traditional knowledge, wisdom, and practices.
- **Other Key Governance Bodies:** Include Ngarrindjeri organisations and community-led groups responsible for delivering specific programs or initiatives.

#### • **Engagement Mechanisms:**

- Regular leadership forums to discuss priorities and progress.
- Inclusion of elders in key decision-making processes to guide cultural integrity.
- Workshops and governance training to strengthen leadership capacity.

#### • **Community Involvement**

**Overview:** Direct engagement with families, youth, and other community members ensures that the agenda reflects the needs and aspirations of those it serves.

#### **Key Stakeholders:**

- **Families and Households:** Representing the collective voices of the community, particularly women, children, and elders.
- **Youth:** As future leaders, their participation is vital to ensuring sustainability and innovation.
- **Broader Community Members:** Including individuals with diverse experiences and perspectives to create inclusive outcomes.

#### • **Engagement Mechanisms:**

- **Workshops and Consultations:** Regularly held to gather feedback, discuss challenges, and co-design initiatives.
- **Community Panels:** Structured to assess programs and provide recommendations, ensuring alignment with shared goals.
- **Storytelling and Cultural Sharing Events:** Opportunities for community members to share knowledge, experiences, and aspirations.
- **Feedback Channels:** Open and accessible mechanisms (e.g., surveys, digital platforms, community meetings) for ongoing dialogue.

### Summary

Ngarrindjeri leadership and community involvement guide decision-making, ensuring alignment with cultural values and community aspirations. Leadership is supported through forums, elder participation, and capacity-building initiatives. Community engagement fosters inclusivity through workshops, consultations, storytelling, and accessible feedback channels, creating a culturally respectful and collaborative framework for progress.

## 6. Partnerships

**Overview:** Collaborating with a range of external stakeholders ensures access to resources, expertise, and networks necessary to achieve the agenda's objectives.

- **Key Partners:**
  - **Local Councils:** Play a critical role in delivering infrastructure, planning, and community services. For example, ongoing collaborations such as the Sturt Reserve Play Precinct highlight the value of these partnerships.
  - **State and Federal Governments:** Provide policy support, funding, and advocacy for initiatives that align with regional and national priorities.
  - **Non-Governmental Organisations (NGOs):** Offer specialized expertise in areas such as health, education, and environmental sustainability.
  - **Universities and Educational Institutions:** Support education, training, and research initiatives. Partnerships like the one with UniSA provide pathways for capacity building and entrepreneurship.
  - **Businesses:** Collaborate with local enterprises and corporations to create economic opportunities and invest in community-driven projects.
- **Engagement Mechanisms:**
  - **Co-Design Workshops:** Ensure that projects are developed collaboratively, incorporating Ngarrindjeri cultural values and knowledge.
  - **Partnership Agreements:** Formalize relationships to clarify roles, responsibilities, and shared goals.
  - **Joint Events and Programs:** Foster collaboration through shared activities, such as cultural festivals, training programs, and advocacy campaigns.
  - **Regular Reviews:** Conduct periodic assessments of partnership outcomes to ensure alignment and effectiveness.
- **Cross-Cutting Themes in Stakeholder Engagement**
  - **Transparency:** Clear communication with all stakeholders about goals, decisions, and outcomes to build trust and accountability.
  - **Cultural Competency:** Ensuring that all partners and collaborators understand and respect Ngarrindjeri culture, traditions, and values.
  - **Equity:** Addressing diverse needs within the community and creating opportunities for all voices to be heard.
  - **Sustainability:** Ensuring partnerships and initiatives deliver long-term benefits for Ngarrindjeri Ruwe and its people.

### Summary

Engaging stakeholders is essential to the success of the **Ngarrindjeri Ruwe Empowered Communities Regional Development Agenda**, ensuring alignment with community priorities, fostering collaboration, and building strong, respectful relationships. The engagement strategy is structured around three key pillars: **Ngarrindjeri Leadership, Community Involvement, and Partnerships.**





***“Ngarrindjeri have always sought  
Ways of improvement. Becoming an  
Empowered Community  
Provides the capacity to bring  
About significant change in the life  
Of Aboriginal people throughout  
Ngarrindjeri Ruwe”***

*Derek Walker*

## 7. Action Plan 2024 – 2030

**Overview:** NREC’s Regional Development Agenda Action Plan (2024–2030) outlines targeted projects to advance cultural, social, economic, and environmental resilience, using data-driven strategies to benefit Ngarrindjeri Ruwe.

### Cultural Tourism Strategy

**Goal:** To establish Ngarrindjeri-led cultural tourism initiatives that showcase heritage, stories, and the natural beauty of Ngarrindjeri Ruwe.

**Key Actions:**

- Develop cultural tourism training programs for community members.
- Create a suite of Ngarrindjeri-led tours, including storytelling, Ruwe walks, and visits to culturally significant sites.
- Partner with regional and state tourism boards to promote Ngarrindjeri tourism initiatives.
- Develop supporting infrastructure, including visitor centres, signage, and digital platforms.

**Timeline:** 2025–2030.

**Responsibilities:** Ngarrindjeri leadership, cultural custodians, tourism experts, and local councils.

### Small Business Development Hub

**Goal:** To enhance entrepreneurship and economic opportunities for Ngarrindjeri people.

**Key Actions:**

- Expand the Small Business Hub by offering new resources, mentorship programs, and access to capital.
- Develop tailored workshops on business planning, marketing, and finance in partnership with The Circle and UniSA.
- Create a Small Business Showcase Event to highlight Ngarrindjeri entrepreneurs.
- Advocate for Indigenous procurement policies with government and private sectors.
- Provide sector-specific support for industries like agriculture, arts, and eco-tourism.

**Timeline:** 2024–2030.

**Responsibilities:** NREC, business mentors, universities, and funding partners.

### Youth Leadership Program

**Goal:** To empower the next generation of Ngarrindjeri leaders through education, mentorship, and cultural engagement.

**Key Actions:**

- Establish leadership programs focusing on governance, communication, and cultural stewardship.
- Provide scholarships and internship opportunities in partnership with universities and industries.
- Develop youth panels within Ngarrindjeri Governance Framework to involve youth in decision-making processes.
- Organise an annual Ngarrindjeri Youth Summit to inspire leadership and connection.

**Timeline:** 2025–2030.

**Responsibilities:** Ngarrindjeri leadership, youth mentors, educational institutions, and funding bodies.

## Community Infrastructure Projects

**Goal:** To develop infrastructure that supports cultural, social, and economic wellbeing.

**Key Actions:**

- Prioritise culturally appropriate housing projects through collaboration with local councils and developers.
- Advocate for new gyms, cultural hubs, and recreational spaces.
- Secure funding for multifunctional facilities supporting education, training, and cultural events.
- Incorporate sustainable practices into infrastructure designs.

**Timeline:** 2024–2028.

**Responsibilities:** NREC, local councils, architects, and funding partners.

## Data Platform Initiative

**Goal:** To implement a data-driven approach to improve reporting, decision-making, and resource allocation across Ngarrindjeri Ruwe.

**Key Actions:**

- Finalise and roll out the NREC Data Platform for internal use by 2025.
- Expand access to the platform for other Ngarrindjeri Aboriginal Corporations and Organisations across Ruwe in 2025.
- Provide training and ongoing support for platform users.

**Timeline:** 2024–2025 (internal launch), 2025–2030 (broader implementation).

**Responsibilities:** NREC, IT specialists, and participating organisations.

## Health and Wellbeing Initiatives

**Goal:** To improve physical, mental, and social health outcomes for the Ngarrindjeri community.

**Key Actions:**

- Grow partnerships with Moorundi ACCHS to deliver culturally safe health programs.
- Transition the community gym to its new location by 2025.
- Introduce initiatives that blend traditional healing practices with modern healthcare.

**Timeline:** 2024–2026.

**Responsibilities:** Health providers, local councils, and Ngarrindjeri leadership.

## Education and Capacity Building

**Goal:** To create education and training opportunities that equip Ngarrindjeri people with skills for employment and leadership.

**Key Actions:**

- Partner with institutions to provide vocational training tailored to community needs.
- Develop culturally enriched educational materials for schools to teach Ngarrindjeri history and language.
- Establish an adult education program to address skills gaps and promote lifelong learning.

**Timeline:** 2024–2027.

**Responsibilities:** NREC, educational institutions, and community trainers.

## Cultural Preservation and Revitalisation

**Goal:** To safeguard Ngarrindjeri cultural heritage and promote its continued practice and celebration.

**Key Actions:**

- Support language revitalisation programs, including community teaching resources.
- Host annual cultural events, such as NAIDOC Week, to celebrate and share Ngarrindjeri culture.

**Timeline:** Ongoing.

**Responsibilities:** Cultural custodians, NREC, and community organisations.

## Environmental Stewardship

**Goal:** To protect and restore Ngarrindjeri Ruwe through sustainable land and water management practices.

**Key Actions:**

- Expand participation in programs like "Working on Country."
- Develop climate adaptation strategies to address environmental challenges.

**Timeline:** 2024–2028.

**Responsibilities:** Environmental agencies, Ngarrindjeri leadership, and local councils.

## Implementation Principles

**Community Ownership:** Engage Ngarrindjeri people at every stage of planning and implementation.

**Cultural Integrity:** Ensure all projects align with Ngarrindjeri values and traditions.

**Sustainability:** Focus on long-term outcomes benefiting the community and environment.

**Partnerships:** Collaborate with governments, NGOs, and private sectors for resource sharing and expertise.

## Resource Allocation

**Funding Sources:** Federal and state grants, private investments, philanthropic contributions, and community enterprise revenue.

**Budget Priorities:** Allocate financial resources to critical initiatives, ensuring transparency and accountability.

## Monitoring and Evaluation

**Key Performance Indicators (KPIs):**

- Number of jobs created.
- Growth in cultural tourism revenue.
- Participation in education, training, and leadership programs.
- Feedback from community members and stakeholders.

**Annual Reviews:** Adjust strategies based on outcomes and emerging needs.

## Conclusion

The **NREC Regional Development Agenda Action Plan (2024–2030)** reflects the collective vision of the Ngarrindjeri people. By integrating data-driven tools, prioritising cultural preservation, and fostering collaboration, the agenda ensures progress, accountability, and a thriving future for Ngarrindjeri Ruwe.



## 8. Our Partners

### Acknowledgment of Our Valued Partners

At NREC we recognise that our success is built on the strong foundation of collaboration and partnership. We are deeply grateful to our partners, whose unwavering support, shared vision, and dedication have been instrumental in achieving our goals and creating meaningful impact.

Your contributions extend far beyond resources and expertise you bring passion, innovation, and a commitment to our shared mission. Together, we are driving positive change, empowering communities, and building a brighter future.

As we move forward, we are excited to continue strengthening these partnerships, exploring new opportunities, and reaching even greater heights together. Thank you for being an essential part of our journey.

### Ngarrindjeri Organisations



### Partnerships



## ***Ngarrindjeri Ruwe Empowered Communities***

### ***Message to Our Community***

***Together, we must stand as one, listening deeply, speaking with Truth and courage, and acting with enduring love for our people and our future generations. The challenges we face and the opportunities before us call for collective decisions that reflect our shared values,***

***culture, and dreams.***

***This is our time to lead with the strength of our heritage, the voices of our Elders, and the energy of our youth. By coming together, we can shape a future that not only celebrates who we are, but also protects our land, and honours the***  
***Let us move forward with Pride, Unity, and Unwavering Determination.***

Ngarrindjeri Ruwe ATSI Empowered Communities  
P.O. Box 5238, Murray Bridge, SA, 5253  
50 Old Princes Hwy, Murray Bridge, SA, 5253  
**Ph:** (08) 8532 5763  
**W:** [www.nrec.org.au](http://www.nrec.org.au)  
ABN: 33 460 511 892  
ICN: 9138