



STRATEGIC PLAN 2025-2028

Towards 2028 and Beyond





The Gumala Trust acknowledges and pays respect to the past, present and future Traditional Custodians and Elders of this nation, and the continuation of cultural, spiritual and educational practices of Aboriginal and Torres Strait Islander peoples.

INTRODUCTION

In 1997, the Banjima, Yinhawangka and Nyiyaparli peoples of the Pilbara came together to sign the Yandi Land Use Agreement. This enabled mining on Traditional Land in exchange for compensation paid to the Traditional Owners. It was a bold and visionary step, and the first of its kind in Western Australia.

Gumala means “all together” in Banjima language. That moment, the signing of the Yandi Land Use Agreement, signified a coming together of collective self-determination, unity, and a shared future. It was about building something lasting. Not just for the now, but for generations to come.

Now, more than 25 years on, we carry that same spirit into the future. This Strategic Plan for 2025–2028 is our roadmap. It is clear, ambitious and focused completely on creating long-term, sustainable outcomes for Gumala Beneficiaries. It honours where we’ve come from and sets out where we’re going – with strong governance, meaningful partnerships, sustainable housing, and a deep, enduring commitment to the communities we serve.

The Gumala Trust is built on trust, strength, and cultural integrity. We are, and always will be, a safe pair of hands.



OUR MISSION

To support and empower Traditional Owners to achieve independence and a sense of self, embedded in culture.

OUR VISION

Traditional Owners guiding and protecting the Banjima, Yinhawangka and Nyiyaparli cultures and Country, and our future leaders.

OUR VALUES



Family
We care about our people and the communities in which we live and work.



Leadership
We recognise and celebrate our strengths and successes as well as those of our community.



Respect
We value and honour ourselves and others in both word and action.



Honesty
We are truthful, sincere and clear in our actions and words.



Culture
Our decisions and actions are guided by our connections to lore, culture and custom. We are confident walking in two worlds.

STRATEGIC PILLARS, OBJECTIVES & ACTIONS

1. Governance and Stewardship of the Foundation

Objective:

To ensure strong governance and oversight of the General Gumala Foundation, to provide assurance to Beneficiaries.

Key Actions:

- Continuously review our systems and structures to ensure they enable us to do our best work.
- Improve our Beneficiary applications process.
- Establish youth mentoring programs, including pathways to Board roles for young Beneficiaries.
- Develop strategic, financial, risk and compliance reporting frameworks across the Foundation.
- Implement strong performance indicators and reporting across the Foundation to support compliance, sustainability, and transparency for Beneficiaries.



We will know we’re succeeding when:
We are recognised as a leader in First Nations’ governance, and we’re creating clear pathways for younger generations to lead and shape the future of the Gumala Trust.



STRATEGIC PILLARS, OBJECTIVES & ACTIONS

2. Our People and Community Impact

Objective:

To build a safe and thriving organisational culture, and to drive positive outcomes through our connection and engagement with Beneficiaries.

Key Actions:

- Develop and implement a communication and engagement plan that enables us to meaningfully engage with Beneficiaries.
- Create a workplace culture that values both high performance and a safe working environment.
- Implement an employee development strategy to support our team in delivering clear, measurable outcomes.
- Measure and report on our social impact, linked with Closing the Gap indicators.
- Embed a future-focused workplace culture across the Foundation.



We will know we're succeeding when:
We can show data on how we're making a difference for Beneficiaries.



STRATEGIC PILLARS, OBJECTIVES & ACTIONS

3. Contemporary Housing Models

Objective:

To develop a sustainable housing model that delivers value for money and makes a real difference to Beneficiaries.

Key Actions:

- Design a blended housing model that is fair, secure and sustainable, offering housing options including private, affordable and regional homes.
- Investigate registering as a Community Housing Organisation.
- Review our current property and tenancy structure to improve standards and cost-effectiveness, and ensure that supports are provided for Beneficiaries.
- Provide financial counselling for Beneficiaries.
- Investigate models to support Beneficiaries to achieve their housing goals, including supported home ownership.



We will know we're succeeding when:
We're providing more housing support for Beneficiaries and earning more from our housing investments.

STRATEGIC PILLARS, OBJECTIVES & ACTIONS

4. Collaboration and Purposeful Partnerships

Objective:

To create collaborative and purposeful partnerships to deliver new funding streams and meaningful opportunities for Beneficiaries.

Key Actions:

- Develop and implement a strategic partnerships plan.
- Build meaningful partnerships with other Aboriginal Charitable Trusts.
- Partner with government agencies to contribute to resourcing our strategic objectives.
- Secure new funding from the government and philanthropic funding bodies.
- Build a culture of collaboration and partnership with other organisations.



We will know we're succeeding when:
More of our work is supported by government and philanthropic funding.



STRATEGIC PILLARS, OBJECTIVES & ACTIONS

5. Sustainable Futures for Beneficiaries

Objective:

To achieve long-lasting support for Beneficiaries by creating new and innovative ways to generate revenue for fair, lasting distributions.

Key Actions:

- Conduct a financial review of the Foundation, focused on improved efficiency and sustainability.
- Develop and implement a long-term financial sustainability plan.
- Improve our digital systems and cybersecurity.
- Digitally transform operations to improve efficiency and enable data-driven decisions.
- Offer financial counselling and financial literacy capacity building for Beneficiaries, through partnerships
- Increase business investment focused on sustainability for Beneficiaries and Country, through investments in renewables and businesses connected to Gumala's goals.



We will know we're succeeding when:
We're growing First Nations businesses and creating more economic opportunities for Beneficiaries.



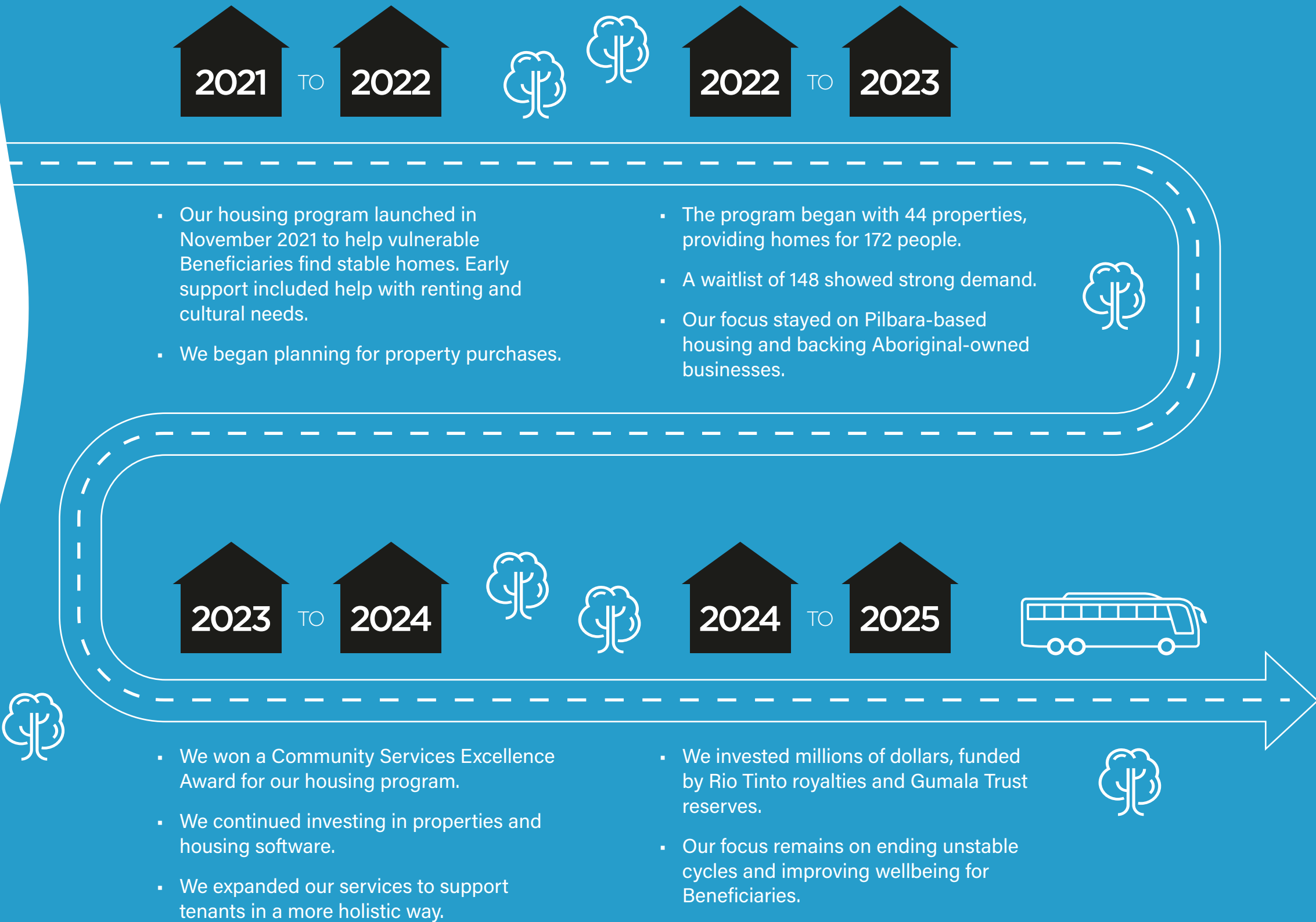


GUMALA'S HOUSING JOURNEY

Gumala's housing program was created to help Beneficiaries who face housing challenges, with a focus on those most in need. It is based on a strong cultural understanding of Aboriginal communities, including caring for Elders, family movement, and multi-generational living.

From the start, the program has been designed to meet the needs of our Gumala Beneficiaries, by working for and with Traditional Owners.

It provides support such as temporary housing, help with tenancies, financial guidance, and links to local services, aiming to offer safe, stable, and culturally respectful homes.





THE GUMALA TRUST

A. Level 3, 165 Adelaide Terrace
East Perth WA 6004

P. (08) 9219 4500

E. gipl@gumalatrust.com

ABN – 50 336 714 927

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