

MUURRBAY ABORIGINAL LANGUAGE
AND CULTURE CO-OPERATIVE

STRATEGIC PLAN 2025-2030



MALCC

Ngarraanga ngingundi Yuludarla / Remember your Dreaming

CONTENTS

- 1 / About Muurrbay
- 2 / Strategic Plan 2025–2030
- 4 / Our actions to achieve our goals



Muurrbay
Aboriginal Language & Culture Co-operative

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Muurrbay Aboriginal Language and Culture Co-operative
14 Bellwood Road
Nambucca Heads NSW 2448
Phone: 02 6569 4294
Email: admin@muurrbay.org.au
Website: <http://muurrbay.org.au/>

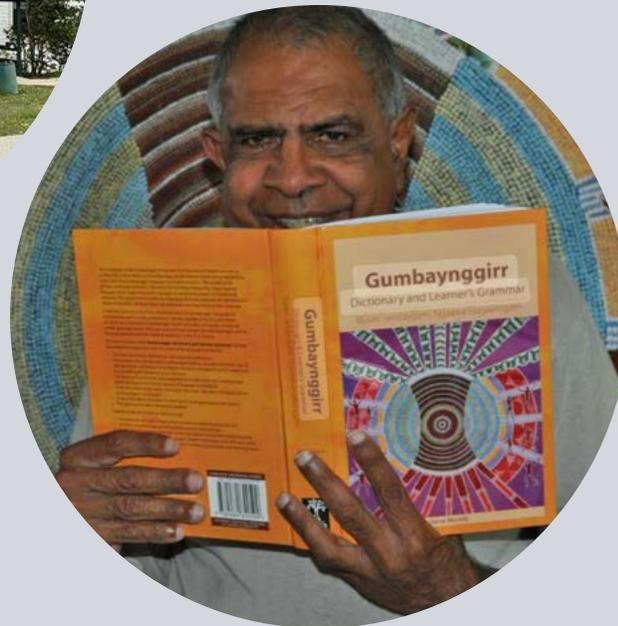
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ABOUT MUURRBAY



Muurrbay operates from offices at Nambucca Heads (above) and Raymond Terrace which was opened in 2025.

Muurrbay Aboriginal Language and Culture Co-operative is a leading regional language centre that provides strategic support to revitalise the languages of seven Aboriginal communities of central to north coast NSW. We work closely with Elders and local language, culture and educational organisations to conduct research, publish accessible grammar-dictionaries and develop engaging educational courses and resources.



Muurrbay means 'white fig tree' in the Gumbaynggirr language. In the Dreamtime, the Muurrbay tree is the tree of life, being the source of food for the whole Gumbaynggirr tribe. This same giant fig tree, was taken up by Yuludarla the Creator, because two clans were quarrelling over it. The theme of the story is caring and sharing. Painting by Gumbaynggirr-Bundjalung artist Shaa Smith.

MUURRBAY STRATEGIC PLAN 2025-2030

GUMBAYNGGIRR

BUNDJALUNG

VISION

An Aboriginal language and culture centre of excellence, meeting the language-learning and teaching needs of the seven Aboriginal nations* of coastal New South Wales, between the Hawkesbury and the Tweed rivers.

DARKINYUNG

* The seven Aboriginal nations are shown in circles on this page spread.

DHANGGATI

WANARRUWA

YAYGIRR

MISSION

Empowering Aboriginal people to give voice to our languages, feel secure in our culture, and embody our Dreamings.

CORE VALUES

- Respect:* Honouring Aboriginal knowledge, traditions and Elders.
- Collaboration:* Partnering with communities, governments and education providers.
- Empowerment:* Supporting individuals and communities to reclaim their languages.
- Excellence:* Delivering high-quality language programs and cultural initiatives.
- Sustainability:* Ensuring the long-term revival and preservation of languages.

GATHANG

GOALS

PLACE

Goal 1. Muurrbay is a strong and sustainable regional language centre

PEOPLE

Goal 2. Local Aboriginal people are supported and empowered to practise culture and revitalise language

LANGUAGE

Goal 3. All regional Aboriginal communities are well supported to revitalise and teach their languages

CULTURE

Goal 4. All Muurrbay's work is embedded in Aboriginal culture

OUR ACTIONS TO ACHIEVE OUR GOALS



PHOTO: © FRASER MCCULLOCH (ID 118111152 / DREAMSTIME.COM)

GOAL 1.

Murrumbidgee is a strong and sustainable regional language centre

ACTIONS

To remain a strong and sustainable regional language centre Murrumbidgee will:

- Develop and implement organisational policies and procedures endorsed by Murrumbidgee Board and with regular updates to staff.
- Seek diverse funding sources, including government grants, fee-for-services partnerships, philanthropic support and merchandise revenue.
- Maintain up-to-date organisational structure and regularly evaluate and update Murrumbidgee's business plan.
- Implement appropriate information technology which builds on existing systems, and implement an archival plan to digitise Murrumbidgee's paper archives.
- Collaborate on projects and initiatives with universities, and cultural institutions and strengthen links with other community organisations.
- Progress plans for a building extension at Murrumbidgee's Nambucca Heads headquarters, including appointing project manager to bring to completion.

MEASURES

Delivery of Goal 1 will be measured by:

- Quality policies and procedures finalised and endorsed by Board
- Number of established relationships and links with other organisations
- Value of revenues generated and diversity of sources of funding
- Completion of digitisation of Murrumbidgee's paper archive
- Compilation and evaluation of feedback from Murrumbidgee's stakeholders and program participants
- Completion of new building at Nambucca Heads.



PLACE

GOAL 2.

Local Aboriginal people are supported and empowered to practise culture and revitalise language

ACTIONS

To support and empower local people to practise culture and revitalise their languages, Muurrbay will:

- Strengthen relationships with the seven regional Aboriginal language communities to ensure community needs are met by Muurrbay's programs.
- Attract and retain Aboriginal language and culture practitioners through professional skills development programs.
- Support local Aboriginal people to study language and linguistics.
- Support work experience and mentoring of Aboriginal students.
- Conduct staff and board training and development to increase number of Aboriginal employees and length of service.
- Support Aboriginal youth in leadership roles to ensure generational continuity.

MEASURES

Delivery of Goal 2 will be measured by:

- Increase in language teachers in each of Muurrbay's seven languages
- Increase in language classes' participants and number of language speakers
- Number of professional development programs for staff and practitioners
- Number of people studying Aboriginal languages and linguistics
- Number of work experience students/interns
- Increase engagement with the seven language groups and organisations.



PEOPLE

GOAL 3

All regional Aboriginal communities are well supported to revitalise and teach their languages

ACTIONS

To support Aboriginal communities to revitalise and teach language Muurrbay will:

- Auspice community-driven language projects.
- Develop accredited Aboriginal Languages (East Coast and/or Gumbaynggirr) Certificates II and III courses.
- Increase the number of language print and digital resources — such as plain-language dictionaries, plain-language grammars, learner's guides, audio materials and teaching materials.
- Update Muurrbay's existing K-6 teaching program and teaching resources, including creating online materials.
- Host a regional language gathering.
- Continue to advocate for Aboriginal language recognition in local, state policies and initiatives.

MEASURES

Delivery of Goal 3 will be measured by:

- Increase number of community projects supported
- Number of print and digital resources published
- Number of resources downloaded from website
- Number of courses supported or delivered
- Number of participants attending courses
- Number of attendees at language gatherings.



LANGUAGE

GOAL 4. Aboriginal culture underpins all Muurrbay's work

ACTIONS

To ensure all Muurrbay activities are underpinned by Aboriginal culture, Muurrbay will:

- Strengthen Muurrbay's position as a cultural space and community hub with expansion of office and event space.
- Act as a keeping place to safely house cultural artefacts and knowledge.
- Provide safe spaces for Aboriginal people to connect with Elders and cultural leaders.
- Be a home for arts practice, including song, dance, music, craft, painting, exhibitions, storytelling, performance and tourism opportunities.
- Host community events.
- Create an Elders' memorial.
- Safely house and care for its archives.
- Conduct cultural practice, storytelling and Dreaming workshops, including establishing annual cultural events.
- Embed culture and identity in all programs to support mental and emotional wellbeing.

MEASURES

Delivery of Goal 4 will be measured by:

- Completion of new building extension at Nambucca Heads headquarters
- Number of cultural events and workshops hosted
- Number of attendees at events
- Creation of Elders' memorial
- Creation of secure keeping place space
- Number of new books and resources published each year.



CULTURE

Language is not just simply a means of communication; it also provides a means through which the culture, social values and world view of a particular language group can be identified and understood.





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