



The Roebourne Post Office Project

Funding Prospectus 2024

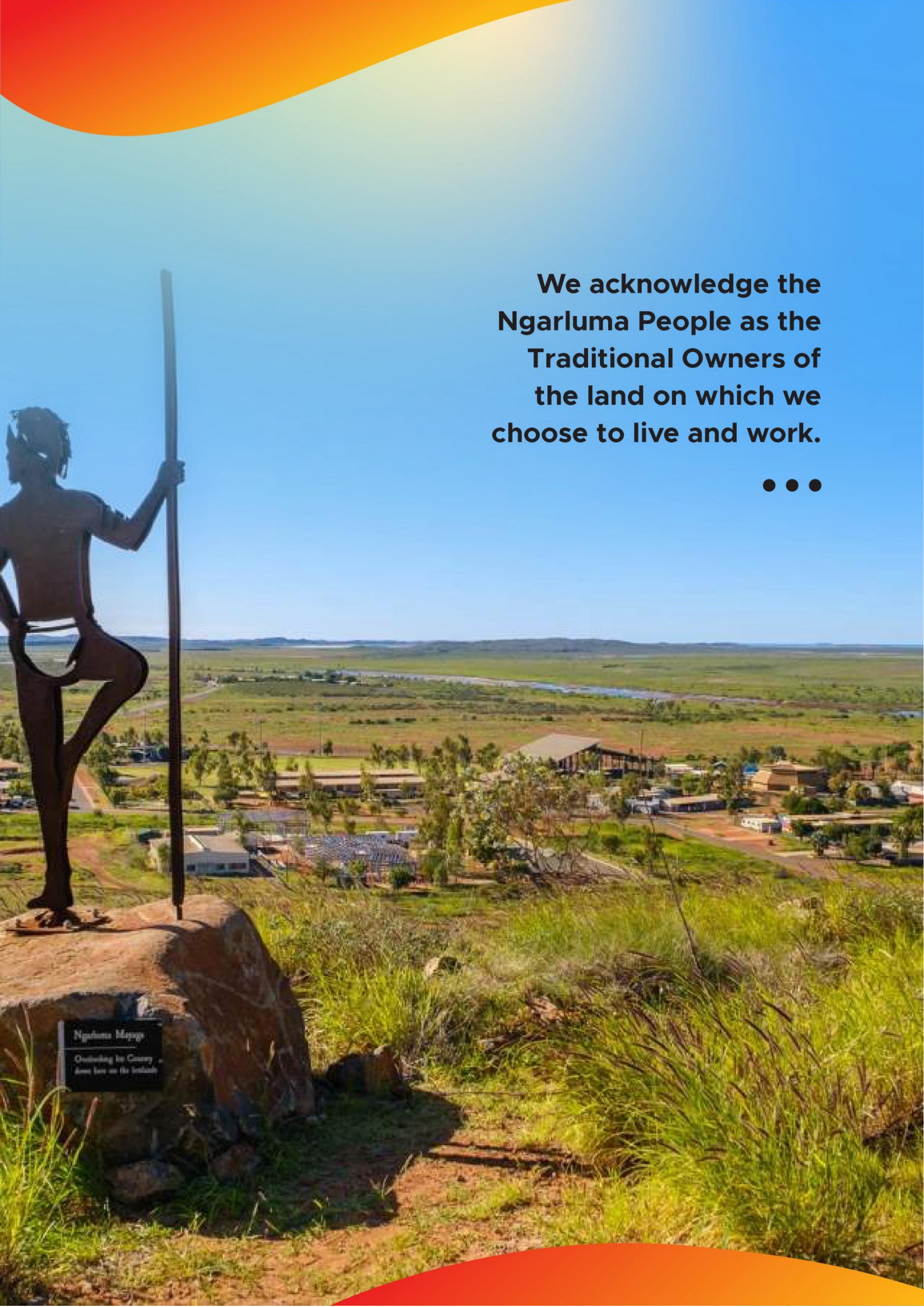


Ngarliyarndu Bindirri Aboriginal Corporation

Ensuring that every Aboriginal & Torres Strait Islander person and community of Ngarda-Ngarliyarndu, in or living in a town associated with Roebourne, is able to achieve maximum wellbeing and self-determination in their lifetime.



Ngarliyarndu Bindirri
Aboriginal Corporation



**We acknowledge the
Ngarluma People as the
Traditional Owners of
the land on which we
choose to live and work.**

• • •

Ngarluma Maypa

Overlooking the Country
down here on the hillside



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1. INTRODUCTION TO NBAC

Ngarliyarndu Bindirri Aboriginal Corporation ("NBAC"), a not-for-profit organisation, is one of the oldest and largest Aboriginal Corporations in the Pilbara, with its roots dating back to 1970.

As an Aboriginal Controlled Community Organisation ("ACCO"), NBAC is not affiliated with Native Title, or Land Use Agreements, and is driven by its purpose of 'maximum self-determination and wellbeing for all Ngarda-Ngarliyarndu in their lifetime'.

NBAC is 98% self-funded through its social enterprises Brida Pty Ltd and Handy Hands Pty Ltd and has more than 200 local employees, of which over 55% are Aboriginal. During the past eight (8) years, NBAC has proudly delivered over \$60 million in wages directly injected into the pockets of local City of Karratha employees.

NBAC is the current local Centrelink Agent in Roebourne and acknowledges the Roebourne Post Office as vital to the community, after its closure in February 2024 due to the retirement of the licensee. As with Centrelink, the Roebourne population needs to continue to have access to this essential service, and NBAC stepped in to operate temporary post office services in March 2024.

NBAC has demonstrated experience operating successful not-for-profit ventures, social enterprises, and programs of social innovation, which uniquely positions the Corporation as the perfect custodian to spearhead the reintroduction of a permanent Australia Post service, with a secure self-sustainable model and a steady progression towards profitability.

This Funding Prospectus is an invitation to key stakeholders to financially support the re-establishment of the Roebourne Post Office. We thank you for taking the time to consider this opportunity and look forward to a mutually beneficial partnership together as we create a connected Roebourne.

François Langlois

CHIEF EXECUTIVE OFFICER

30th May 2024

OUR MISSION

Proud of Who We Are.

OUR VISION

Maximum well-being and self-determination for all Ngarda-Ngarliyarndu in their lifetime.

OUR VALUES



Honesty



Empowerment



Equality



Pride



2. THE PROJECT

2.1 Project Overview

NBAC's Roebourne Post Office Project involves permanently reestablishing Australia Post services in Roebourne within NBAC's current premises at 22-24 Roe Street. It is at this premises NBAC currently operates Centrelink, Red Dirt Driving Academy, and a variety of other social innovation services. By collocating these services, a collaborative hub will be established, fostering seamless access to these essential community services.

Specifically, the Project includes two (2) key objectives:

1

UPDATE OF EXISTING BUILDINGS

The interior of the existing buildings requires a remodel to meet Australia Post standards and to allow the Post Office to exist in the same building as the Centrelink offices, provide space for PO boxes, mail sorting, and mail logistics.

2

ADDITION OF NEW BUILDINGS

Two (2) new demountable offices will provide additional space for:



DEMOUNTABLE 1

A new reception area for NBAC and our social innovation programs.



DEMOUNTABLE 2

Staff office space, replacing the space lost in the existing building to make way for PO boxes, mail sorting, and mail logistics.

Figure 1 The Project's objectives

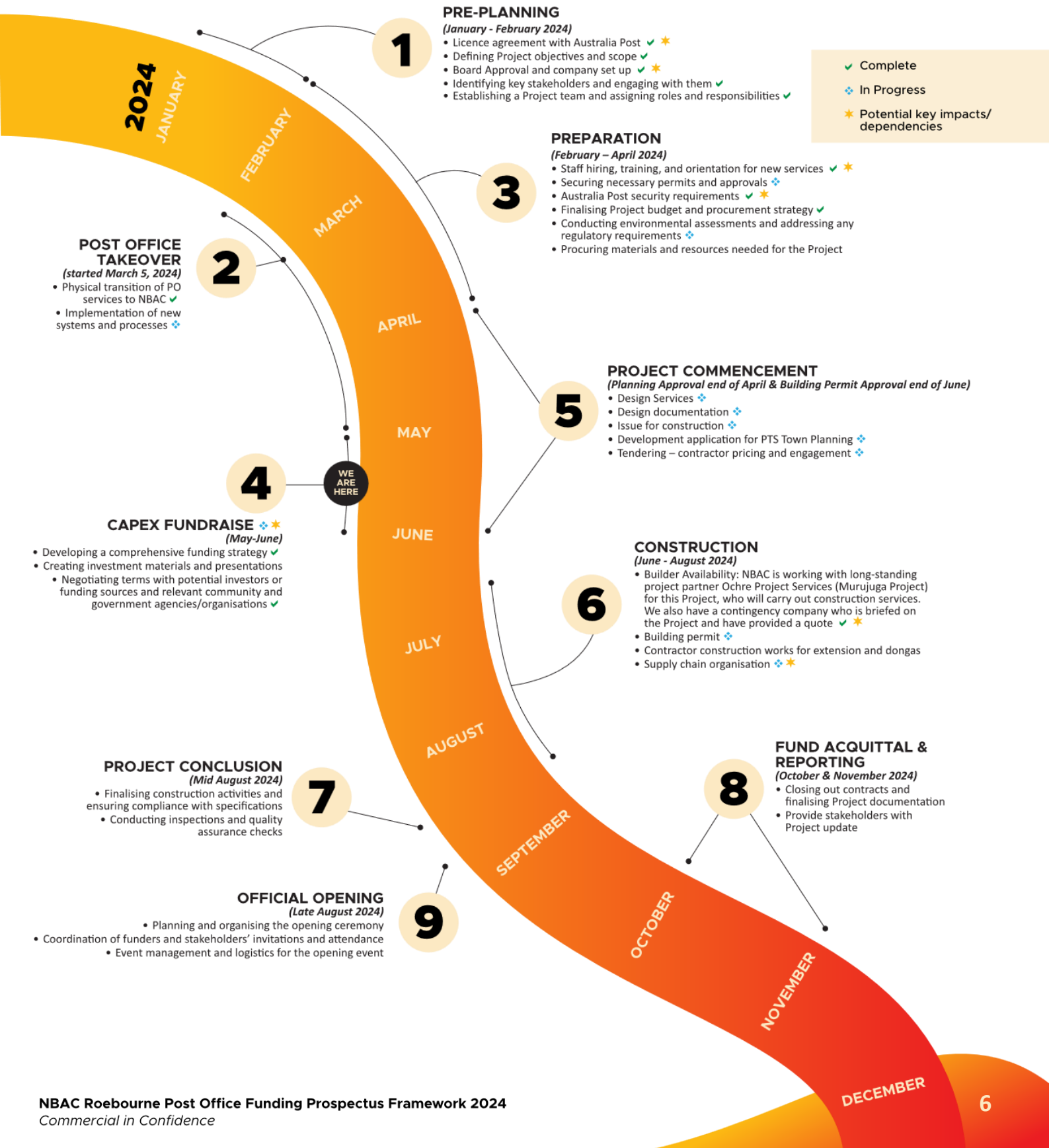


Figure 2 NBAC's current site and proposed changes



2.2. Project Delivery Timeline

The Project is progressing through a series of nine (9) key milestones, with its current position marked at milestone four (4).





2.3 Project Services and Benefits

Post Office Services

There are four (4) types of post offices in Australia, being:

1. **Licensed Post Offices (LPOs):** Run by licensees, solely as a post office or in conjunction with another businesses, such as a newsagency or convenience store.
2. **Corporate Post Offices (CPOs):** Owned and operated by Australia Post as dedicated post offices.
3. **Community Postal Agents (CPAs):** Operated as part of another business, such as a general store and operate under a common agreement renewable every two (2) years.
4. **Business Centres (BC):** Specialised teams to assist with business services and business products.

NBAC intends to provide the full suite of services of a Licensed Post Office (LPO), Figure 3, providing not only mail services but vital banking, bill payment, and mobile phone recharge services to the Roebourne community.

The Roebourne Post Office will offer the full suite of Licenced Post Office Services

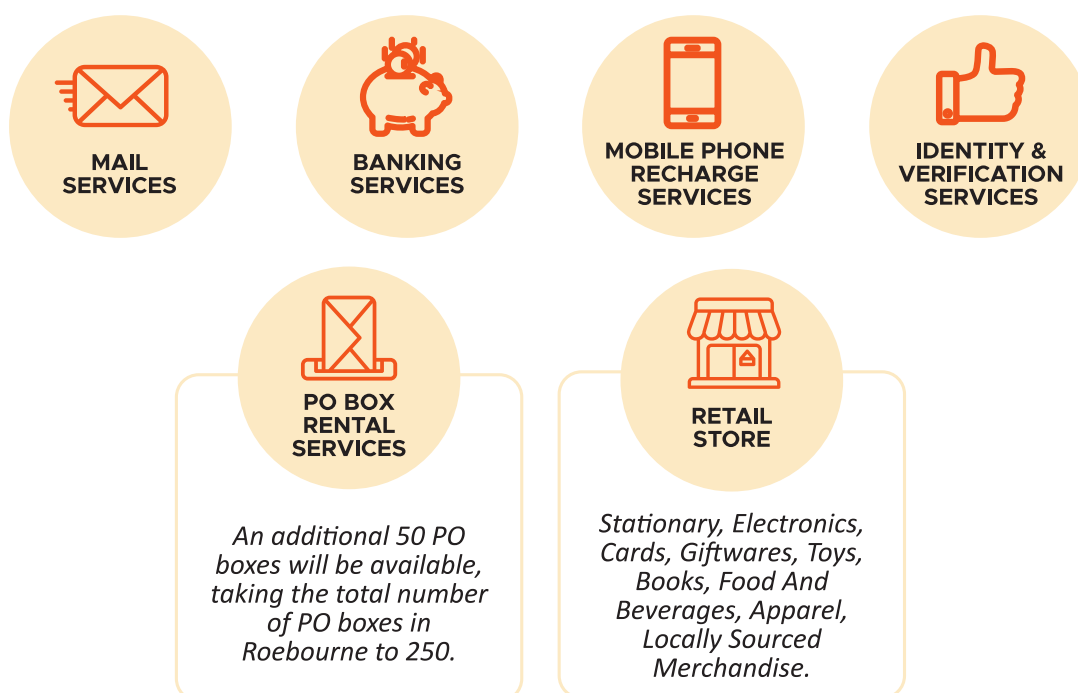


Figure 3 The Roebourne Post Office will be a full-service Licenced Post Office



In choosing the correct type of post office to re-establish in Roebourne, NBAC analysed historical transaction data, Table 1, from the previous post office (which was an LPO post office type itself), which was obtained directly from the Australia Post Field Engagement Team. It was with this objective data, that a decision to pursue an LPO was made and further validated.

Table 1 Statistics on the current Roebourne Post Office, July 2022-June 2023

TRANSACTION TYPE	QUANTITY	% TOTAL TRANSACTIONS
Banking Services	7,148	40.16%
Bank @ Post	5,186	
Bill Payments	1,200	
International Money Transfers	90	
MasterCard Recharge	5	
Money Order	667	
Mail Services	9,929	55.78%
Counter Mail Delivery	9,929	
Recharge Services	695	3.90%
Identity & Verification	28	0.16%
Total	17,800	100.00%

Post Office Benefits

The benefits of an NBAC run LPO are multifaceted and outlined in Figure 4. Importantly, NBAC staff currently located on the property act as contingency for Post Office staff should there be unexpected or cultural absences. NBAC has also invested heavily in IT infrastructure at the premises, including fibre connections and redundancy lines. Further, co-located Centrelink services allow a centralised premises for personal administration for community members.

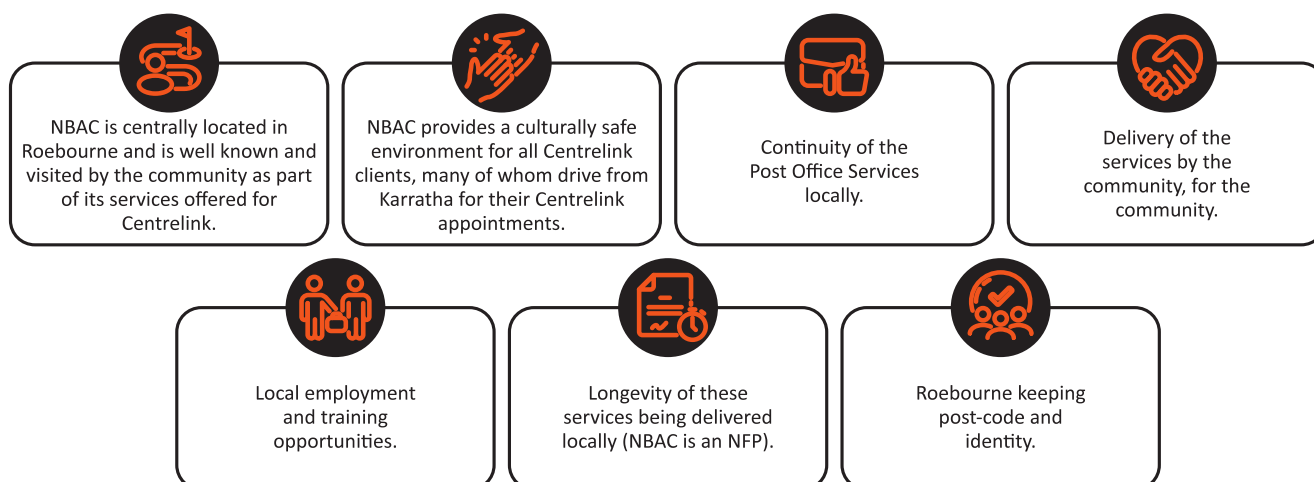


Figure 4 Benefits of NBAC running an LPO



2.4 Project Challenges

Table 2 Project challenges and mitigations

CHALLENGE/LIMITATION	DETAILS	MITIGATION
 CONSTRUCTION	<p>The construction phase includes two (2) x new dongas and an extension/refurbishment of NBAC's front office building to meet Australia Post standards, allow for a mail room and the installation of PO boxes.</p>	<p>We are collaborating with Ochre Project Services to oversee the construction phase, ensuring that the new infrastructure meets the specific requirements for an efficient post office and adheres to Australia Post standards and building regulations. The dongas themselves are being sourced from Perth, with a four (4) to six (6) week build time.</p>
 FINANCIAL	<p>NBAC requires capital funding from key community stakeholders and supporters to complete the Project in its entirety.</p>	<p>We have a diversified CapEx funding strategy, engaging with various stakeholders. Contingency plans for funding challenges include scaling back, seeking alternatives, and exploring creative financing. Transparent communication is crucial for stakeholder support. OpEx is sustained through operational revenue.</p>
 TECHNOLOGICAL	<p>The service counter IT and hardware requirements of an Australia Post office are unique, non-negotiable, and costly.</p>	<p>Part of becoming an LPO licensee means we receive ongoing advanced training and support, both virtual and on-site, from Australia Post. We are working closely with Australia Post to ensure service counter IT and hardware requirements are met. This includes investing in the necessary technology and equipment to ensure seamless operations and customer service.</p>
 PROJECT MANAGEMENT	<p>NBAC is limited in its internal resources to professionally project manage a project of this scale.</p>	<p>We have developed a relationship with Ochre Project Services, an Indigenous-owned enterprise who deliver modern and top-quality project services in the residential and commercial sectors, with a focus on development and project management, while emphasising sustainable outcomes and supporting Indigenous engagement initiatives. Ochre is currently working with Murujuga Aboriginal Corporation to deliver their office refurbishment and ranger shed project in Dampier.</p>



3. SOCIAL IMPACT

3.1 Continuing Essential Services for the Roebourne Community

NBAC's decision to take over the operations of the Roebourne LPO has been a pivotal step in maintaining crucial services for the coastal Pilbara community. Prior to the closure of the Post Office on February 28, 2024, NBAC recognised the urgency to maintain LPO services for the local community and stepped in to make sure residents weren't left without access to essential services such as banking, bill payments services, electricity cards, mobile phone recharge, and government communications. Postal services began from the NBAC offices on March 5, 2024.

Co-locating the Post Office counter with Centrelink offices represents a forward-thinking approach to enhance service accessibility. Through refurbishment and expansion, we're ensuring that all residents, including those with limited mobility or technological proficiency, can conveniently access vital services locally. In January 2024, NBAC received 78 responses to a local community survey, Figure 5 and Figure 6, about the Roebourne community's views on the recent closure of its Post Office.

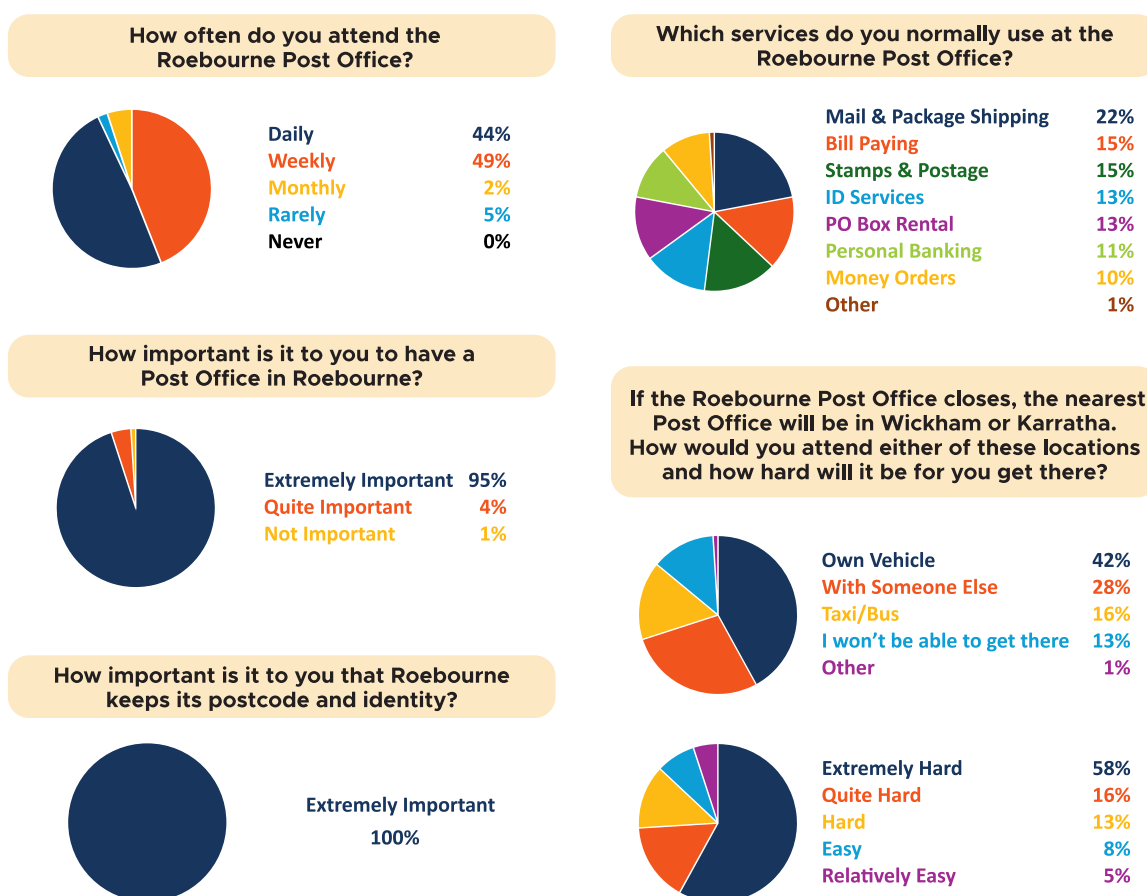


Figure 5 Community survey results regarding post office services in Roebourne



COMMUNITY SURVEY COMMENTS

"Roebourne is a living town, and the people should be treated with respect to keep their post office. I have lived here for over 60 years and the Post Office is used for many different services as well as tourists who come into town wanting to know about the place, as there is no visitor centre."

"The Post office is a core service that everyone in Roebourne uses - not everyone has a phone or internet, and we depend on mail to pay our bills, get important documents, access, and stay in touch with government services and receive parcels that we depend upon as rural livers."

"This post office is very important to our community and hope an Indigenous corporation can continue this post office service in Roebourne."

"The school uses this service on a regular basis. Teachers are now being housed in Roebourne - to encourage this, services are needed."

"To keep this post office is very important to all the local especially our Elders because they are so used to using the post office in Roebourne."

"A lot of people (Indigenous people) rely on the Post Office for its services, who are unable to go to Karratha."

"Our Elders only know this post Office and it will be hard for them for transport to Wickham or Karratha."

"Very Important to able to pay my bills on time without travel."

"As a business it is paramount that we have a PO in Roebourne."

"Being oldest PO in N. West & centrally located Perth - Wyndham."

"Roebourne Post office is our history."

"Keep 6718 alive."

Figure 6 Roebourne community's views on the recent closure of its Post Office

3.2 Australia Post's Role in Regional and Remote Communities

In 2021, Australia Post engaged Deloitte Access Economics to undertake a study on the economic and social role of post offices in Australia.

The report found that access to key services can be difficult in regional and remote Australia, with a smaller concentration of service providers, shorter operational hours, and staff shortages. Post offices fill these gaps. Overall, the average resident/business completes 16 post office transactions per annum. Residents and businesses in regional and remote areas complete more transactions (16 and 21 transactions respectively) compared to residents and businesses in metropolitan areas (14 transactions).

Postage and financial services account for over two-thirds of total transactions overall, but regional and remote Australians rely on post offices more for non-postal services.

For major cities, the largest composition of transactions was postage (38% of all transactions), for very remote areas it was financial services (45%). Other services (i.e. merchandising) are also relatively more important in very remote areas.



Australia Post. The Value of Post Offices In Australia, Report, Deloitte Access Economics, 2021

Figure 7 Post offices fill essential service gaps in the regions



3.3 What the Absence of a Post Office Could Mean for the Roebourne Community

Without a local post office, residents, neighbouring Aboriginal communities, and pastoral station folk, would need to travel to other towns (Wickham: 12.4kms away, Karratha: 38.7kms away, Dampier: 59.9 kms away) to access postal services, this would impose significant costs and inconvenience, particularly for those without private transport. Essential services like banking, purchasing pay-as-you-go electricity cards, and mobile phone transactions wouldn't be available, forcing residents to travel to other towns, adding to their expenses, time commitments, and mental stress.

Residents would also face challenges paying their bills which could lead to late payments, penalties, or difficulties managing their finances effectively. Without access to mobile phone credit purchases and maintaining connectivity, residents may lose touch with family, friends, and the community, as well as access to important information and services. The absence of a post office would disrupt mail delivery services, potentially leading to delays in receiving important correspondence and parcels, including government communications and personal mail.



Figure 8 No access to a Post Office has a critical impact on residents

The Proud Brida Dampier Gardening Team...





3.4 The Project's Lasting Legacy

NBAC's takeover of the Roebourne LPO has ensured continued access to essential services for our Elders, residents, neighbouring Aboriginal people, and businesses in our coastal Pilbara community. The takeover represents a pivotal moment in Roebourne's history, allowing crucial services such as banking, bill payments, and mobile phone recharge services to continue, contributing to the local economy and social wellbeing of Roebourne and neighbouring communities including the Cheeditah, Mingullatharndu, Weymul, Ngurawaana and local pastoral stations, as well as families connected with people incarcerated in the Roebourne Regional Prison.

The Project's legacy extends beyond providing postal services. By collocating the Post Office counter with Centrelink offices and NBAC's community services in a central location, we are creating a collaborative hub that fosters seamless access to vital services. This approach reflects our commitment to community empowerment and cultural preservation, ensuring that all residents, including those with limited mobility or technological proficiency, can conveniently access these services locally.

The Project honours Roebourne's rich heritage and cultural significance with the town being a central location for Aboriginal people, not just for local residents, but for Aboriginal people for travel to Roebourne for Cultural Obligations such as Lore Ceremonies or attendance in funerals.

Furthermore, our collaboration with Australia Post and the employment of our own NBAC and local staff for the Project demonstrates our holistic approach to community support as well as our continued efforts to create and foster social and economic development and opportunities within Roebourne itself.

Through our various social enterprises and programs, we have a proven track record of delivering tangible benefits to the local community, and the Roebourne Post Office Project will be no exception. We hope the re-establishment of the Roebourne Post Office will leave a lasting legacy that celebrates Roebourne's unique identity and deepens its connection to the wider local community.

Our collaborative efforts, in partnership with key stakeholders and supporters, are essential in continuing to offer vital services and creating a connected Roebourne for its residents, ensuring a sustainable and prosperous future for generations to come.



4. REQUIRED PROJECT CAPITAL INVESTMENT

4.1 Total Project Cost

The total quoted and validated Project cost is \$743,001 + Contingency for the complete delivery of all nine (9) Project milestones noted in Section 2.2 *Project Delivery Timeline* within this Prospectus.

PROJECT COMPONENTS & TOTAL COST			
PROJECT MANAGEMENT COSTS	PLANNING, PERMITS & APPROVALS	FRONT OFFICE EXTENSION & FIT-OUT	SECURITY
DONGAS	TRAINING & STAFFING COSTS	ADMINISTRATION & LANDSCAPING	CONTINGENCY 10%

CAPITAL INVESTMENT REQUIRED: \$743,001 + CONTINGENCY

4.2 City of Karratha Funding Contribution: The Ask

We would like City of Karratha to consider the opportunity to be NBAC's **Infrastructure Partner**, funding these Project elements:

1. Additional Dongas

Total Requested Contribution: \$100,000



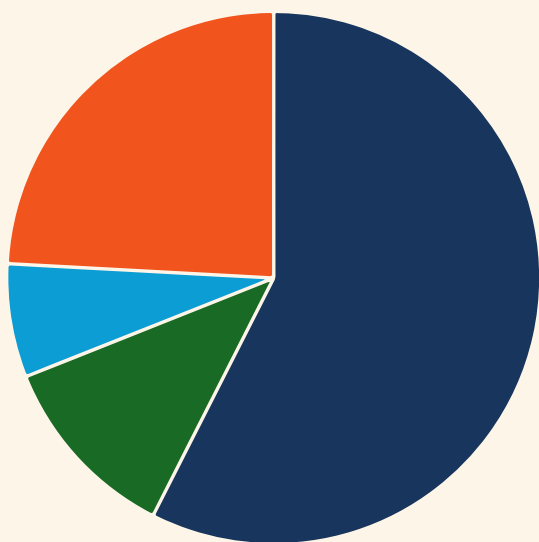
NBAC is a Deductible Gift Recipient and is endorsed to access charity tax concessions, GST will not apply to contributed funding.

Contributions can be provided as a donation to NBAC meaning that no invoice or GST component is required.

NBAC can provide a funding agreement immediately upon request, or review a funding agreement provided by the City of Karratha, whichever is most suited to the funder.



FUNDING CONTRIBUTIONS FROM ACROSS GOVERNMENT & INDUSTRY SECTORS



Industry	57%
ACCO/PBC	24%
Local Government	12%
Other	7%

PROJECT COMPONENTS BY PERCENTAGE OF TOTAL PROJECT COST



Front Office Extension & Fit-Out	34%
Dongas	28%
Project Management Costs	11%
Contingency (10%)	9%
Planning, Permits & Approvals	5%
Training & Staffing Costs	5%
Security	4%
Administration & Landscaping	4%

Figure 9 A diverse and fair funding contribution model, and Project cost spread



4.3 Ongoing Financial Viability: A Sustainable OpEx Model

NBAC has modelled a sophisticated three (3)-way forecast, linking the expected profit and loss, balance sheet, and cashflow projections through the operational phase of the Post Office to establish a future position and financial health forecast.

This model shows the Post Office in financial viability at steady state operations, meaning it is self-sustaining. OpEx is achieved through the standard Australia Post Office diversified revenue model and includes a range of products and services across its postal, retail, logistics, digital, and financial services divisions.

POST OFFICE REVENUE STREAMS



Figure 10 The Roebourne Post Office will be financially viable, supported by multiple revenue streams

4.4. Recognition and Benefits for Funders

It's important that Funders are recognised for their contributions to enabling vital community projects and essential services.

Funders will be recognised during an official public re-opening of the Roebourne Post Office and acknowledged on the NBAC website as well as a variety of other recognition initiatives, Figure 11.



Figure 11 Recognition and Benefits for Funders



5. PROJECT ENDORSEMENTS AND STAKEHOLDER SUPPORT

5.1 Letters of Support

Quotes from some of the letters of support we have received so far are listed below, echoing the community's resounding need for the continuation of postal services in Roebourne.

"I urge all relevant authorities and stakeholders to consider the long-term impact of the Post Office closure on the Roebourne community and to work towards supporting Ngarliyarndu Bindirri Aboriginal Corporation in sustainably setting up a community led post office." - Kevin Michel, MLA, Member for Pilbara



"I can confirm my support for this service to continue in our community, however you are aware we need to."
- Belinda Churnside, Acting CEO, Ngarluma Aboriginal Corporation

"The closure of the Roebourne Post Office would have a profound impact on the community, affecting not only the convenience of postal services but also the social and economic well-being of the residents."
- Tony Simpson, CEO, Regional Development Australia



"I commend Ngarliyarndu Bindirri Aboriginal Corporation for taking a pro-active stand in advocating for the community's needs." - Kim Wood, CEO, Murujuga Aboriginal Corporation

"Like NBAC, the Ngarluma and Yindjibarndi Foundation Ltd (NYFL), of which many of your members are affiliated, advocates for social and economic wellbeing of the Ieramugadu (Roebourne) community. The Roebourne Post Office plays a crucial role in bridging gaps and providing equitable access to postal and banking services."
- Sean-Paul Stephens, CEO, Ngarluma & Yindjibarndi Foundation Ltd



"This (Roebourne Post Office) access is particularly important for our Elders, individuals with limited mobility, and those who face challenges in travelling to neighbouring towns." - Justin Dhu, Executive Officer, Gumala Aboriginal Corp.

"I believe that with collaborative efforts and community support, they (NBAC) will be able to ensure a continued operation of the Roebourne Post Office." - Anthony Galante, CEO, Robe River Kuruma Aboriginal Corporation RNTBC



"I am writing this letter to express the strong support of PKKP AC and the Puutu Kunti Kurrama and Pinikura community for the Ngarliyarndu Bindirri Aboriginal Corporation's efforts to keep the Roebourne Post Office within the community." - Grant Wilson, CEO, PKKP Aboriginal Corporation RNTBC

"The continuance of the Roebourne Post Office is integral to the well-being and resilience of the Roebourne community." - Sarah Whelan, CEO, Karratha & Districts Chamber of Commerce and Industry



"I stand in solidarity with Ngarliyarndu Bindirri Aboriginal Corporation and the Roebourne community in the effort to maintain access to crucial postal services." - Allery Sandy, Vice Chairperson, Mingullatharndo Association Inc.

"Thank-you for your letter and your initiative to take on the important responsibilities associated with the Roebourne Post Office." - Steven Sonneman-Smith, CEO, Ashburton Aboriginal Corporation



"The Post Office holds immense significance for the local community, providing essential services and acting as a vital hub for residents." - Elizabeth Smith, Manager, Roebourne Community Resource Centre

5.2 Support from the Media:

The Project has already received media coverage from the following publications:





6. CONCLUSION

6.1 Thank You

We invite stakeholders to support the critical re-establishment of the Roebourne Post Office, a vital service for the local community. The Roebourne Post Office Project is significant as an anchor point for diverse communities in the Pilbara region, particularly the People of Roebourne. Roebourne represents a cohesive unit of diverse communities, and your contribution will support the Project's lasting legacy that celebrates the town's unique identity and deepens its connection to the wider community.

We thank you for your consideration and support for this historically significant Project on the lands, waterways, rivers, and seas of the Ngarluma People.

6.2 Next Steps

To discuss partnership and funding opportunities, please contact NBAC CEO, François Langlois.

François Langlois | CEO
Ngarliyarndu Bindirri Aboriginal Corporation

ceo@bindirri.com
(+61)-428-881-851

The Proud Brida Dampier Cleaning Team...





7. ABOUT US!

The Roebourne community and NBAC, with a shared history rooted in the region's cultural and socioeconomic development, collaborate to empower the local Aboriginal population, preserve cultural heritage, and address historical injustices within the City of Karratha.

7.1 Roebourne

Roebourne, founded in 1866 as 'Ieramagardu', is a pivotal part of the North West's history. Initially flourishing during the late 19th-century gold rush, it became a vital centre for trade and community life. Despite its significance, Roebourne's past is marked by colonialism and Aboriginal displacement, with strict controls on Aboriginal movement until the 1960s.

Transitioning into a majority Aboriginal town, Roebourne saw a shift in attitudes towards Aboriginal populations with the rise of mining activities. In response, NBAC was established in 1970, empowering Aboriginal residents and preserving cultural heritage amidst changing socio-political dynamics.

7.2 Roebourne Statistics

Table 3 and Table 4 show statistics from the 2021 Australian Bureau of Statistics (ABS) Census.

Table 3 Western Australia statistics from the 2021 ABS Census

	Roebourne	Karratha	City of Karratha	Western Australia
Number of Residents	975	17,010	22,194	2,660,028
Aboriginal/Torres Strait Islander People	73.5%	9%	11.7%	3.3%
Residents in the Workforce	234	9,117	11,459	1,376,251
% Residents in the Workforce	24.00%	53.60%	51.63%	51.74%
Median Weekly Income/Individual	\$366	\$1,570	\$1,545	\$848
Weekly Median Income Compared To Workforce Who Have Access To A Car	11.38%	36.69%	33.68%	30.49%

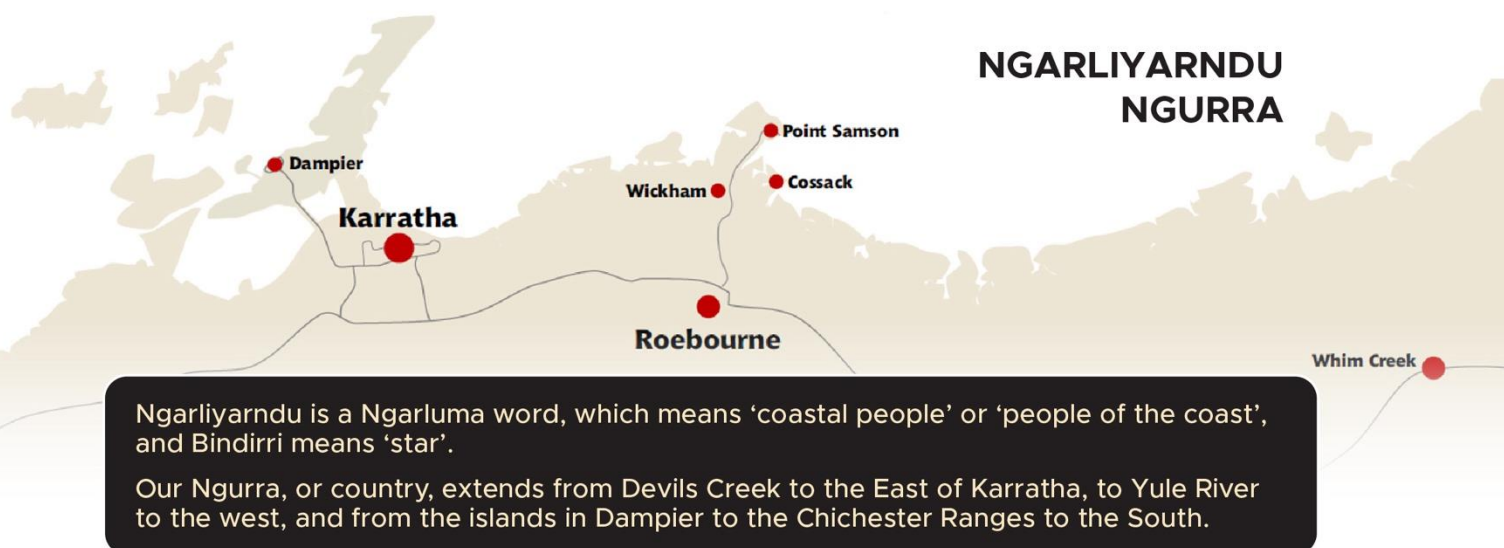


Table 4 Roebourne statistics from the 2021 ABS Census

Roebourne Workforce Weekly Median Income compared to:	%
Karratha Working Individual Weekly Median Income	23.31%
City of Karratha Working Individual Weekly Median Income	23.69%
Western Australia Working Individual Weekly Median Income	43.16%

7.3 Ngarliyarndu Bindirri Aboriginal Corporation (NBAC)

Brida and Ngarliyarndu Bindirri have their origins in 1970, when station men and women were displaced by the 1967 Referendum and 1968 Equal Wage Case. Many settled in Ieramagardu (Roebourne), founding 'Ieramagardu Gardening' in 1974 to seek fair employment opportunities. Their resilience led to partnerships with industry, fostering a deeper connection with the Pilbara community. Today, their legacy lives on through Brida's commercial ventures and NBAC's initiatives, honouring past generations and creating opportunities for all in Ngarliyarndu.



7.4 NBAC Structure and Services

As a not-for-profit, self-funded through social enterprise, NBAC has a history of business management dating back to the 1970s. NBAC owns and operates the largest and proudest Aboriginal-owned business in the Pilbara - Brida Pty Ltd.

Brida is an award-winning business, providing ground maintenance, industrial and commercial cleaning services, and waste management services to the local resources sector, local government, and other organisations across the City of Karratha. NBAC's structure and services are shown in Figure 12 and Figure 13, on page 21.

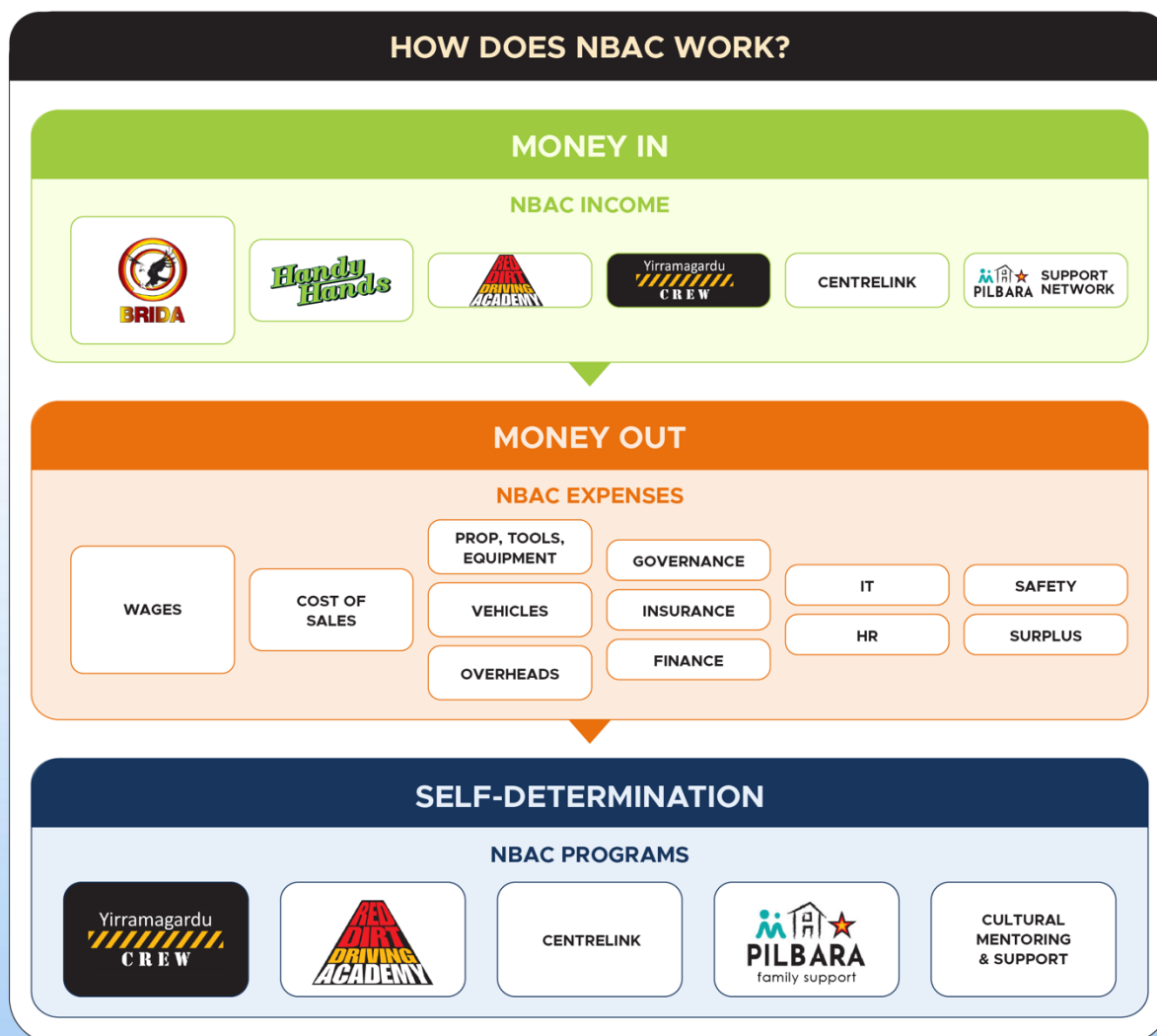


Figure 12 NBAC Organisational Model

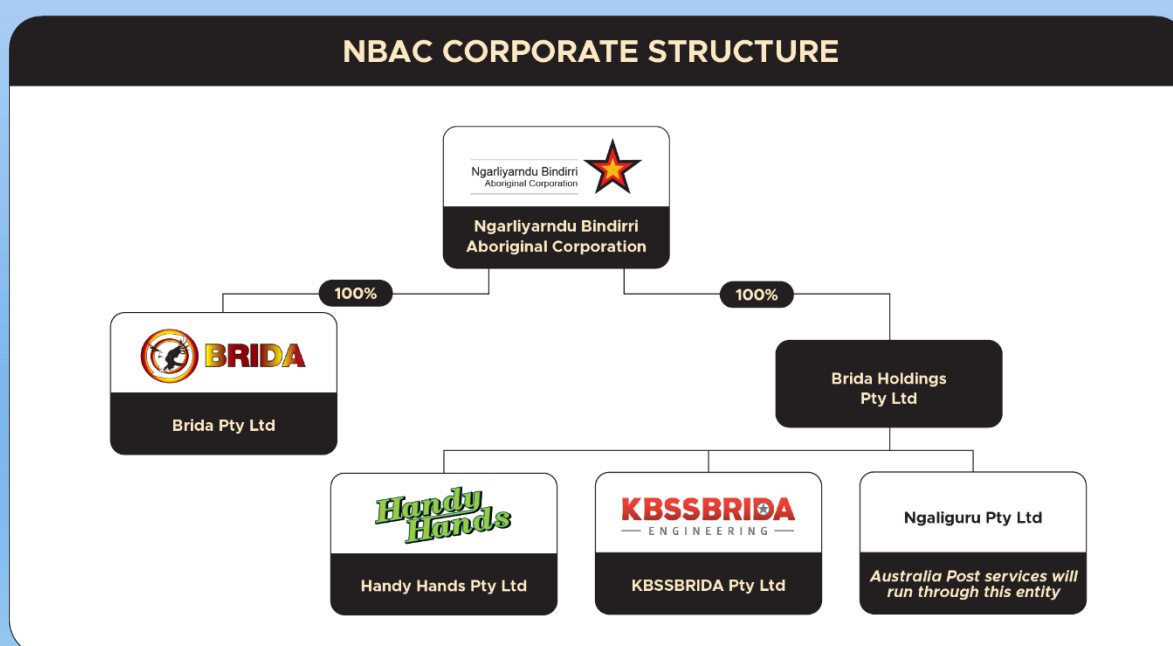


Figure 13 NBAC Corporate Structure





7.5 NBAC Social Innovation Programs and Services



Centrelink and Medicare

- Centrelink Agent - Roebourne;
- Culturally safe support for locals;
- Dedicated local team helping navigate complex services to the community.



Ways2Work

- Casual and part-time placement for work-ready participants and other unemployed people from Roebourne;
- Labour hire opportunities include shut-down, operators, wash-down, contract labour.



Red Dirt Driving Academy

- First Aboriginal-owned, Pilbara-based driving school, operating since 2012;
- Local staff providing driving lessons day, night, and weekends;
- Long term partnership with the WA Department of Justice, WA Department of Transport, Clontarf Academy, Stars Foundation, and Karratha Senior High School.



Yirramagardu Crew

- Provides opportunities for men and women who are unemployed to gain new skills and work on their home governance, community relationships and family relationships, all while getting paid;
- Designed by local Aboriginal People for Aboriginal People;
- Jobs guaranteed post-completion.



Handy Hands

- Retail nursery, including specialist plants, plant products, reticulation, pet food, gifts, homewares;
- Pool shop, including pool products, accessories, pool services;
- Garden maintenance services;
- Weed management services.



Roebourne Community Calendar

- Primary support to operate the Roebourne Community Resource Centre;
- Weekly distribution to over 250 social connections;
- Premier information source for Roebourne activities.



Val & Kathy's Crafty Kitchen

- Weekly social connection and engagement for local Roebourne Elders.



Ngarliyarndu Bindirri
Aboriginal Corporation



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www.bindirri.com