



**KALWUN**

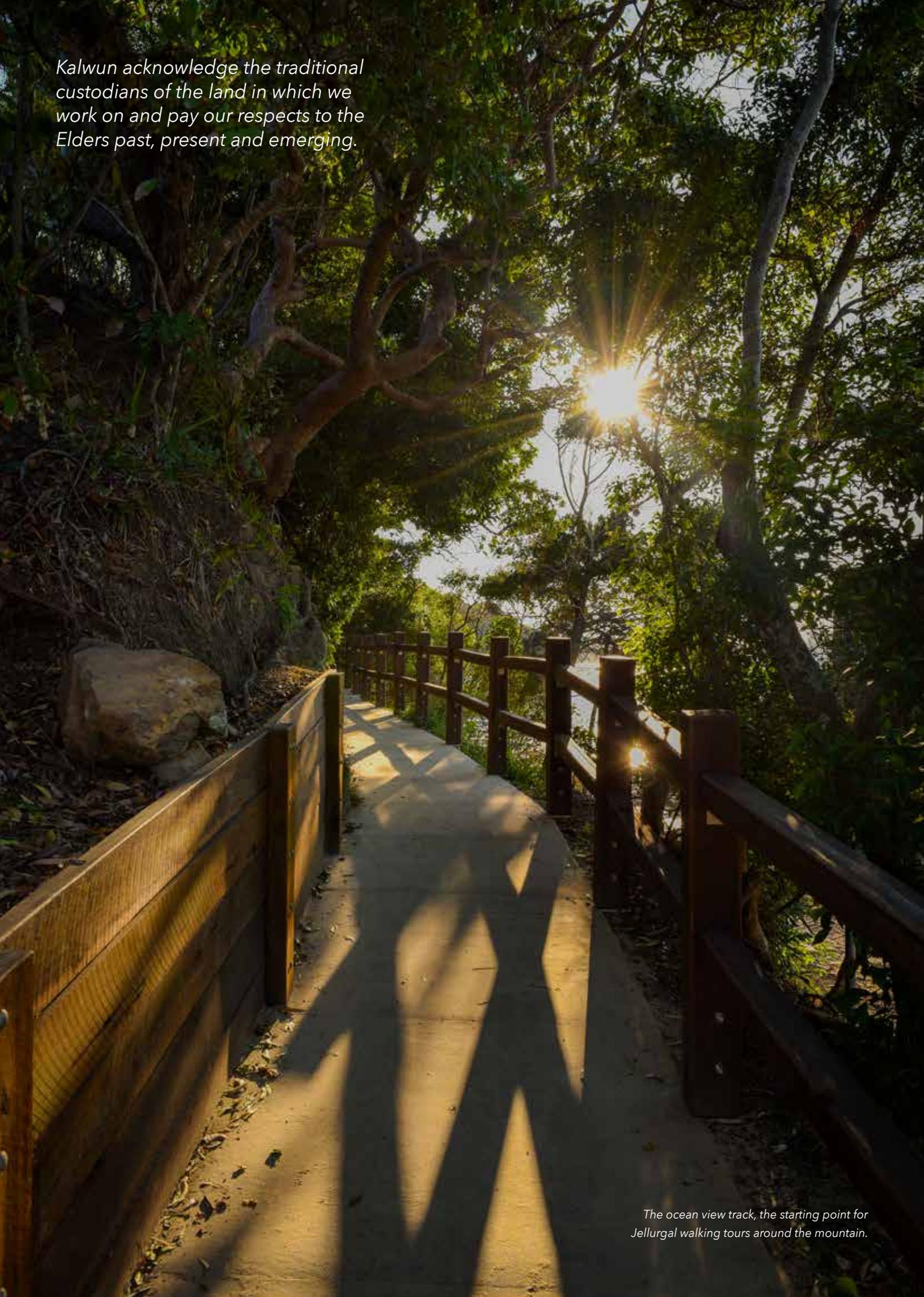
**Jellurgal**  
Aboriginal Cultural Centre

# Kalwun Development Corporation Ltd 2017/2018 ANNUAL REPORT



*connected with culture,  
committed to community*

*Kalwun acknowledge the traditional custodians of the land in which we work on and pay our respects to the Elders past, present and emerging.*



*The ocean view track, the starting point for Jellurgal walking tours around the mountain.*

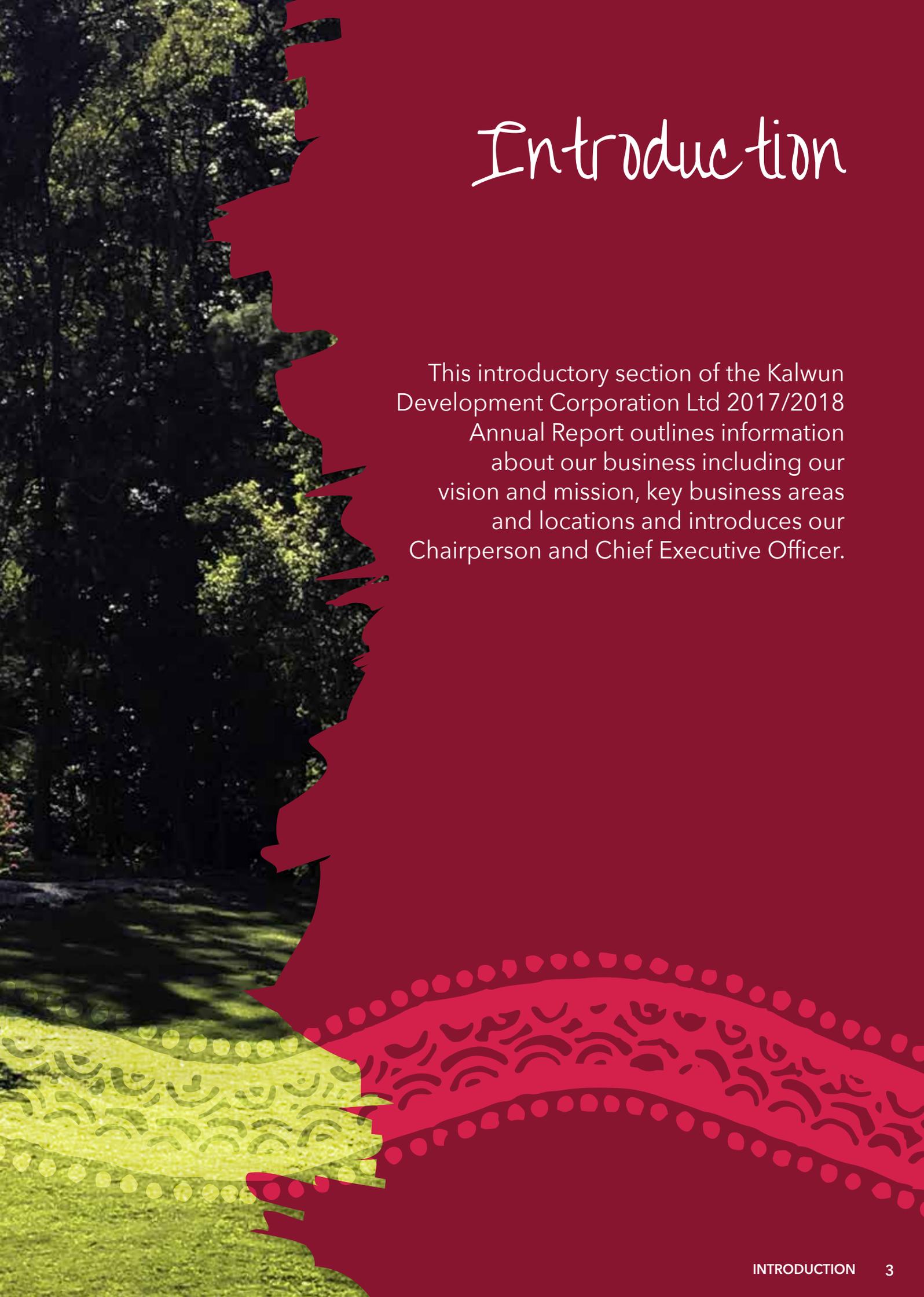
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*The name Kalwun comes from the Aboriginal name for the rainforest lyre-bird, a bird of deep significance for original inhabitants of the area. The bird still lives in the Gold Coast hinterland and national parks. Its name and picture are retained by the Group as a symbol of respect for the ancestral base of the community of the Kalwun service area.*





# Introduction

This introductory section of the Kalwun Development Corporation Ltd 2017/2018 Annual Report outlines information about our business including our vision and mission, key business areas and locations and introduces our Chairperson and Chief Executive Officer.

# About Kalwun

On 11 March 1981 the Gold Coast Aboriginal and Islander Housing Co-operative Society Limited was first incorporated. The Co-op, as it was referred, was initiated as the result of a successful local movement of Aboriginal people on the Gold Coast lobbying for affordable housing to help those in need. The Co-op was granted a number of homes by the federal government which were offered for rent to community members under an affordable housing scheme.

In 1993 the company employed an aged care worker, community worker and health worker and began delivering a small range of aged care support, transport to the Brisbane Aboriginal Health Service and community support services.

Kalwun Development Corporation Ltd was incorporated in 1994 and took over the operations of the Co-op.

Kalwun is an Aboriginal and Torres Strait Islander community controlled corporation which is governed by elected Aboriginal and Torres Strait Islander Directors and one Independent Director.

Since its inception, Kalwun has proven to be a highly reputable and professional company within south-east Queensland. Kalwun has actively partnered with the Elders, community, funders and key stakeholders to improve a wide range of outcomes for all people.

The company currently delivers and facilitates access to doctors, allied health services, dental services, community health programs, child protection initiatives, family support services, foster and kinship care support, early education programs, playgroups, aged care and disability support, in-home care, day respite, emergency relief and community housing and housing support.

Kalwun is also the parent-company to Jellurgal Aboriginal Cultural Centre.

## Our vision

**"Our people live long, healthy, prosperous and happy lives"**

## Our mission

Through the provision of high quality, professional, culturally appropriate and respectful services to "Our People" (our Elders, patients, clients, consumers, staff and wider community) we will contribute to people living long, healthy, prosperous and happy lives.

Kalwun Development Corporation Ltd will provide innovative and progressive services within a holistic framework. We endeavour to assist all people but more specifically Aboriginal and Torres Strait Islander individuals and their families. We strive to provide equitable, reasonable and justifiable access to affordable housing and housing support, primary health care and dental services, aged care and disability programs and support, protection services for young people and children, support for parents and families, educational initiatives and emergency relief assistance.

We aim to ensure that our community remains strong in our cultural heritage and that the whole community has a level of respect and an appreciation of the Aboriginal and Torres Strait Islander history.

## Our values

### RESPECT



We recognise the cultural diversity that exists within Kalwun and respect the rights, views and values of our Elders, patients, clients, consumers, wider community and each other.

### INTEGRITY



We act honestly, truthfully and transparently in all our dealings. We are being committed to the best interest of our community and the people we serve.

### COMMUNITY FOCUSED



We strive to meet the needs of those who utilise our services and the broader community. We treat all people with respect and in a dignified manner.

### PROFESSIONALISM



We are committed to excellence and providing high quality services.

### RECONCILIATION



We acknowledge the past mistreatment of Aboriginal and Torres Strait Islander people. We work together and build relationships between the wider Australian community and Aboriginal and Torres Strait Islander peoples for the benefit of all Australians.

# Our key business areas



# Locations and services

In 2017/2018, Kalwun had nine sites across the Gold Coast and Logan offering a range of services to the community.

## HEAD OFFICE

- Finance and payroll
- Human resources and workplace health and safety
- Quality and accreditation
- Contract management
- Business development
- Executive support

## HEALTH SERVICE MIAMI CLINIC

- Medical services
- Dental services
- Community health programs
- Deadly Choices program
- Allied health services
- Mums and Bubs

## HEALTH SERVICE OXFENFORD CLINIC

- Medical services
- Community health programs
- Deadly Choices program
- Allied health services

## HEALTH SERVICE BILINGA CLINIC

- Medical services
- Community health programs
- Deadly Choices program
- Allied health services

## COMMUNITY CARE SERVICE - AGED AND DISABILITY

- Centre-based day respite
- Social and transport support
- Domestic assistance
- Lawn maintenance
- Food services

## CHILD AND FAMILY SUPPORT SERVICE - SOUTH

- Child protection
- Foster and Kinship Care
- Early Learning Program
- Jarjums Playgroup
- Family Wellbeing

## CHILD AND FAMILY SUPPORT SERVICE - NORTH

- Foster and Kinship Care
- Family Wellbeing
- Playgroup and parenting programs

## CHILD AND FAMILY SUPPORT SERVICE - LOGAN

- Child protection
- Foster and Kinship Care

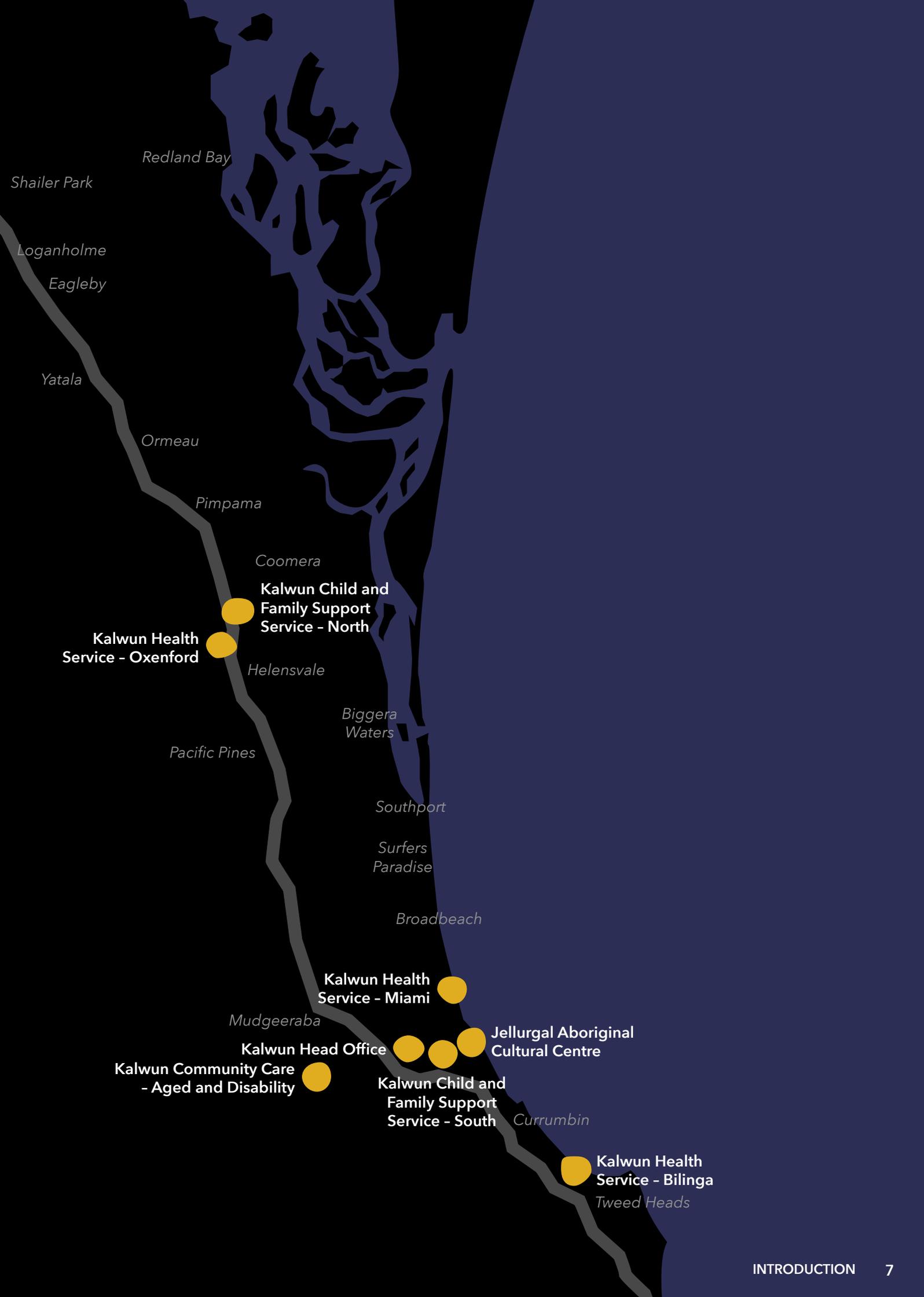
## JELLURGAL ABORIGINAL CULTURAL CENTRE

- Tours
- Customised cultural programs
- Aboriginal dance performances
- Art exhibit
- Gift shop

Kalwun Child and Family Support Service - Logan

Browns Plains

Beenleigh



Redland Bay

Shailer Park

Loganholme

Eagleby

Yatala

Ormeau

Pimpama

Coomera

**Kalwun Health Service - Oxenford**

**Kalwun Child and Family Support Service - North**

Helensvale

Pacific Pines

Biggera Waters

Southport

Surfers Paradise

Broadbeach

**Kalwun Health Service - Miami**

Mudgeeraba

**Kalwun Head Office**

**Jellurgal Aboriginal Cultural Centre**

**Kalwun Community Care - Aged and Disability**

**Kalwun Child and Family Support Service - South**

Currumbin

**Kalwun Health Service - Bilinga**

Tweed Heads

# Chairperson's report

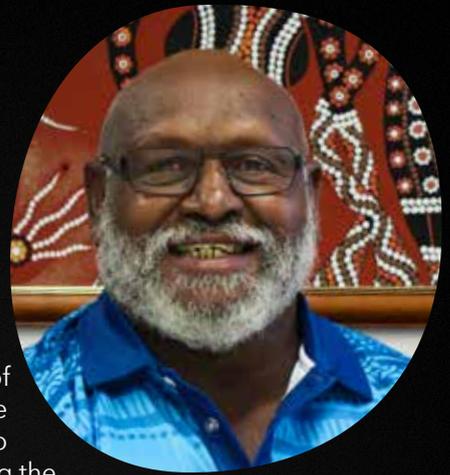
On behalf of the Board of Directors of Kalwun Development Corporation Ltd, we are pleased and proud to present our Annual Report for the 2017/2018 year.

Kalwun has continued to play a central role in ensuring that the Aboriginal and Torres Strait Islander people in the south-east Queensland region have access to the appropriate supports they need, when they need them. Our vision is that our people live long, healthy, prosperous and happy lives. "Our People" are our Elders, our patients, clients and consumers, they are our staff and the wider community. We exist for all people. Over the past 12 months we have continued to see record numbers of people accessing our services. This is a testament to our staff who continually strive to provide high quality, professional, culturally appropriate and respectful services for people in their time of need.

During the reporting period, Kalwun has performed well against the four strategic priority areas:

- We have continued to **Lead the Way** through improved accountability and governance practices, diversified funding streams, contractual compliance and high quality communications.
- We continually look for opportunities to **Improve our Services**. Continuous quality improvement processes have been embedded within our organisation and each business unit. We continue to open our doors and consult with community and key stakeholders. Internally, our business units, for the benefit of our community, are on a journey of improved and strengthened integration.
- We are committed to and have planned investment in **Developing our People**. Our goal is to have a positive, progressive and consistent company-wide culture. The Executive Leadership Team are responsible for driving improvements in this area. Our human resources management practices have

been reviewed and improved. Our staff have access to learning and development opportunities and a number of employees have transitioned into new roles during the reporting period.



- We **Have Meaning Partnerships** with our Elders, our community, our funders and our key stakeholders. The team have proactively developed and strengthened key partnerships and alliances which have been aligned with our values, mission and vision. Our time has been invested in partnerships which will benefit the people who walk through our doors.

The past 12 months has been another exceptional year for Kalwun. On behalf of the Board, we acknowledge the continued support of our partner Aboriginal and Torres Strait Islander organisations and their tireless efforts to improve the health and wellbeing of our communities. We acknowledge the continued leadership, dedication and hard work of the Kalwun Executive Leadership Team and all staff. We also acknowledge the support of our partners from government and non-government sectors. I also thank my fellow Directors for their dedication to Kalwun and the professionalism they have upheld as Directors during the past 12 months. Each of our Directors execute their roles with such integrity and we continue to work towards strategic goals for not only our people now but also our future generations.

Mr William Oui  
Chairperson

## Looking ahead

- Commencement of the Coomera Development Project for a purpose-built fully integrated Kalwun Health and Wellbeing Hub at Coomera. The facility will be used as a trial site for the implementation of a new model of care and as a 'one-stop-shop' for Aboriginal and Torres Strait Islander people in the northern Gold Coast region.
- Planning and scoping for the Independent Living Project in Palm Beach. Kalwun intend on creating multiple single bedroom accommodation for Elders close to facilities and transport to promote independence and healthy ageing.
- Development of a comprehensive Kalwun Early Education Strategy to map out the direction and actions the organisation intends on taking over the next three years.
- Continuing to advance the Internal Integration Improvements work which has commenced over the past 12 months.

# CEO's report

Kalwun continues to be the Gold Coast's leading Aboriginal community controlled organisation. Our business is unique, innovative and performing transformative, life-changing work on a day-to-day basis. Every day is a privilege and honour for me to be the CEO of Kalwun Development Corporation Ltd.

First and foremost I acknowledge Kalwun's Executive Leadership Team (ELT), Dennis, Nichelle, Vanessa, and take the opportunity to formally welcome Emily Rolls, Executive Administrator, into the team. The ELT lead the day-to-day operations of our business units. Having a high performing ELT has allowed me to focus on strategic engagements, networking and external relations during the past 12 months.

Key relationship accomplishments include:

- Continuing the role of Chairperson for the Queensland Aboriginal and Islander Health Council.
- Board Director roles on the Gold Coast PHN, Institute for Urban Indigenous Health and the National Aboriginal Community Controlled Health Organisation.
- Chairing the Queensland Aboriginal and Torres Strait Islander Health Partnership forum, which includes executive level membership from the sector, Department of Health and Queensland Health.
- Contributing as a member of the Domestic and Family Violence Implementation Council - Indigenous Advisory Group and the South East Region - First Nations Education Reference Group.
- Representing Kalwun as a member of the Indigenous Working Group of the Gold Coast Commonwealth Games Corporation and as a member of the Regional Child and Family Committee with the Department of Child Safety.
- Continuing as a member of the National Trust of Australia (QLD) Reconciliation Action Plan Committee.
- Presenting at the Queensland Aboriginal and Torres Strait Islander Child Protection Peak Conference about Kalwun's new Family Wellbeing Program and the impact of childhood trauma.
- Co-presenting with representatives from the Gold Coast PHN and Krurungal at the 18th International Mental Health Conference about co-designing mental health programs for Aboriginal and Torres Strait Islander people.
- Attending the Queensland Government Community Cabinet meetings.

- Meeting various Members of Parliament which included visits to Kalwun from Shannon Fentiman MP when she was the Minister for Child Safety and the Attorney General of Queensland, Yvette D'Ath MP.



- Building relationships with Councillors of the City of Gold Coast.

Each year brings new triumphs and new challenges and our staff are always willing to rise to the challenge and achieve outcomes. In 2017/2018 we have introduced many new roles and created new positions to meet the needs of our community. We have changed the way we do things to suit community needs and have continued to advocate for what the community tells us they desire. This has been a formula for success at Kalwun. We currently have record numbers of people accessing our services and utilising our various support systems.

I acknowledge the outstanding work that our Board of Directors and staff do daily. The work is tireless, sometimes thankless, but also very rewarding. People work for us because they love what they do. The dedication and commitment demonstrated by our team exceeds expectation.

Our organisation has continued to grow over the past 12 months with our annual income now exceeding \$15m. Not only does Kalwun remain in a very strong financial position but our employee surveys, operational environment and staff interactions reveal that we are stronger and more unified than ever. It would be remiss of me to not acknowledge and show gratitude to our funders and our partners who have either provided Kalwun with the resourcing to do what we do or have provided us with the support and mandate to continue to serve the communities we serve.

With my tenure ceasing on some external Boards and Committees, I am excited about refocussing my time on some really exciting developments and projects planned for Kalwun. Whilst 2017/2018 has been another successful year, I find myself excited about what the future may bring.

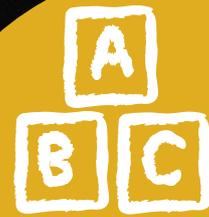
**Kieran Chilcott**  
Chief Executive Officer

# Highlights

**6,499**  
active health  
patients including  
78% of Aboriginal  
or Torres Strait  
Islander descent



**\$29.8m**  
worth of assets



**30**  
jarjums in  
our Early  
Learning  
Program



**162**  
staff  
employed



**386** elders  
receiving support  
through CHSP



**9**  
locations  
across the  
Gold Coast  
and Logan



**\$15.3m**  
annual revenue in  
2017/2018



**5,576**  
annual tour  
clients at  
Jellurgal



**30** strategic  
alliances

**59**  
elders  
using us for  
their Home Care  
Package



**1,405** new  
patients accessing  
health services

**481**  
families  
supported  
through  
our Family  
Wellbeing Service



**15**  
carers  
supported  
by our Foster  
and Kinship  
Care team



**140**  
people  
supported  
through  
Kalwun  
Housing



**306**  
emergency  
relief  
vouchers  
issued

**466**  
Aboriginal  
dance  
performances  
provided



**2,952**  
Aboriginal  
and Torres  
Strait Islander  
health checks  
completed



# Strategic Plan 2017-2020

Kalwun's Strategic Plan 2017-2020 commits the organisation to four strategic priorities:

## PRIORITY 1 LEAD THE WAY

- 1.1 Develop accountable management and governance practices in line with contemporary standards.
- 1.2 Maximise our financial security through the development of sustainable income streams, effective budget management and maximising the use of existing assets.
- 1.3 Fulfil reporting commitments to funding bodies, regulatory authorities and our community.
- 1.4 Consistent use of logo, name, branding standards and marketing material.
- 1.5 Strategically use marketing, communications and media to raise the profile and improve the reputation of the organisation.

## PRIORITY 2 IMPROVE OUR SERVICES

- 2.1 Increase the number of Aboriginal and Torres Strait Islander people accessing our services.
- 2.2 Embed continuous quality improvement in the design, delivery and review of all programs and services to improve their impact and effectiveness.
- 2.3 Provision and distribution of culturally appropriate information to individuals, communities and other organisations.
- 2.4 Establish a range of consultative mechanisms with key organisations and communities.
- 2.5 Improve integration of services across the organisation.
- 2.6 Improve integrated IT systems that support service delivery.

## PRIORITY 3 DEVELOP OUR PEOPLE

- 3.1 Build a positive, progressive and consistent company-wide culture.
- 3.2 Promote and enable a learning culture that builds staff capacity and supports ongoing skill development.
- 3.3 Maximise the employment and retention of Aboriginal and Torres Strait Islander staff.
- 3.4 Continually evaluate human resource management practices.
- 3.5 Implement effective workplace consultative mechanisms and continually evaluate their effectiveness.
- 3.6 Implement strategies that allow for internal promotion opportunities.
- 3.7 Develop succession plans for key management positions across the organisation.

## PRIORITY 4 HAVE MEANINGFUL PARTNERSHIPS

- 4.1 Engage Aboriginal and Torres Strait Islander Elders and people as partners of the organisation, listen to their desires and plan for their needs.
- 4.2 Proactively develop and strengthen strategic partnerships and alliances aligned with our vision, mission and values.
- 4.3 Work in collaboration with other service providers to improve coordination, reduce duplication of services and develop alternative service delivery models.
- 4.4 Advocate for improvements in funded programs to meet the needs of our people.



*Our doctors at Kalwun Health Service, Miami, provide health checks for our community.*



# Our organisation

This section of the report describes our funders and partners, introduces the Board of Directors and Executive Leadership Team and also outlines the Kalwun Development Corporation Ltd organisational structure.

# Our funders and partners

## OUR FUNDERS

- The Australian Government
  - Department of Health and Ageing
  - Department of Prime Minister and Cabinet
  - Department of Social Services
- The Institute for Urban Indigenous Health
- Gold Coast Primary Health Network
- The Pharmacy Guild of Australia
- The Queensland Government
  - Queensland Health
  - Department of Communities, Disability Services and Seniors
  - Department of Child Safety, Youth and Women
  - Department of National Parks, Sport and Racing (*in-kind contribution*)
- City of Gold Coast Council (*rate rebate contribution*)

## OUR PEAK BODIES

- National Aboriginal Community Controlled Health Organisation – *Kalwun CEO is a Board Director*
- Queensland Aboriginal and Islander Health Council – *Kalwun CEO is the Board Chairman*
- Queensland A&TSI Child Protection Peak
- Institute for Urban Indigenous Health – *Kalwun CEO is a Board Director*

## OUR PARTNERS

- The Karulbo Partnership (Kruungal ATSI Corporation and GCH Aboriginal and Torres Strait Islander Health Service)
- The Yugambah Museum, Language and Heritage Research Centre
- Mununjali Housing and Development
- ATSICHS Brisbane
- Kambu Medical Centre
- Yulu-Burri-Ba Aboriginal Corporation for Community Health
- Moondarewa Inc
- The Benevolent Society
- Act for Kids
- Centrecare
- Lives Lived Well
- QuIHN
- Domestic Violence Prevention Centre
- Uniting Care Community Qld
- The Salvation Army
- Logan Aboriginal and Torres Strait Islander Community Network
- Burringilly HACC Service
- Jymbilung House - HACC
- Georgina Aged Persons Hostel
- Minjerriba Respite Care Centre
- We Care Disability and Community Services
- Gold Coast Titans
- Gold Coast Suns
- Gold Coast 2018 Commonwealth Games Corporation
- Arcadia College / GenZ Employment
- Gold Coast Tourism Corporation
- Yugambah Aboriginal Dancers
- Currumbin Wildlife Sanctuary
- David Fleay Wildlife Park

# Board of Directors

## MR WILLIAM OUI

*Chairperson*

Elected as Chairperson in May 2016, William has had more than 24 years with Kalwun. He is the Chair of the Executive Oversight, Performance and Remuneration Subcommittee and completed a Certificate IV in Business (Governance).



## MRS EUALANDA SIMPSON

*Board Director*

Eualanda became a Kalwun Board Member in 2018. She works in the aged care sector and has numerous qualifications in the areas of management, community services and care and Aboriginal and Torres Strait Islander Primary Health Care.



## MR LINDSAY BLOW

*Deputy Chairperson*

With more than 24 years with Kalwun, Lindsay is also the Chair of the Finance Subcommittee. He completed a Certificate IV in Business (Governance) and is a long-serving paramedic with the Queensland Ambulance Service. Lindsay also spends time in the community, helping with Indigenous reading programs in local schools.



## MS VANESSA SUMMERS

*Board Director*

Vanessa has more than 10 years experience with Kalwun and currently holds the position of General Manager – Child and Family Support Services. She has numerous qualifications in the areas of counselling, care and business and is currently studying a Graduate Certificate in Human Services at Griffith University.



## MRS NICHELLE NONA

*Company Secretary*

Nichelle has worked with Kalwun for more than 10 years and holds the position of General Manager – Health Services. She is also acting in the position of General Manager – Aged Care and Disability Services.



## MR MALCOLM THOMSON

*Board Director*

First elected to the Board of Directors in 2011, Malcolm is a long-serving member of Kalwun. Malcolm has worked for many years in the construction industry and completed an Australian Institute of Company Directors “Foundations of Directorship” course in 2016.



## MS TRACEY CASTLE

*Independent Director*

With a long history in Indigenous services positions, Tracey spent 14 years with the Indigenous Community Advisory Board (TAFE). She holds a Bachelor of Social, Political and Industrial Studies and has multiple diplomas and certificates in a range of disciplines.



## MR GRANT WILLIAMS

*Board Director*

With extensive experience in the child protection and community services sectors, Grant is a long-serving member of Kalwun and has completed a Certificate IV in Business (Governance).



## MR ROBERT PASCOE

*Board Director*

As well as a founding member of Kalwun in 1994, Robert was also a director of the Gold Coast Aboriginal and Islander Housing Co-operative Society Limited from 1985 until 1994. Robert is a member of the Finance Subcommittee and completed a Certificate IV in Business (Governance).



## UNCLE RON

*Elder Observer*

Uncle Ron has been involved with the Gold Coast Aboriginal and Islander Housing Co-operative Society Ltd and Kalwun since the 1980s as an early member and former Director of both companies. Uncle Ron provides valuable historical input, insight and advice to the current Board of Directors.



# Executive Leadership Team

## MR KIERAN CHILCOTT

*Chief Executive Officer*

Kieran is a highly regarded and accomplished senior executive and CEO, having worked across executive roles predominantly in the not-for-profit sectors.

Kieran commenced employment with Kalwun in 2007, working in executive leadership roles since 2009. He is passionate about the community controlled sector and its ability to achieve stronger outcomes for all Aboriginal and Torres Strait Islander people.

Formerly a teacher, Kieran holds a Bachelor of Education majoring in behaviour management, and a range of other tertiary qualifications including a Diploma of Management, Cert IV in Business Governance, Cert IV in Training and Assessment, Cert IV in Project Management and a Cert IV in Mental Health.

Kieran is an active member of the community and has chaired and been a member of several Boards at a local, state and national level. A highlight of Kieran's Board career includes serving as the Chairperson of the Institute for Urban Indigenous Health from 2009 to late 2012 during its period of establishment and growth.

Kieran is the most senior executive of Kalwun and is ultimately responsible for the day-to-day operations of Kalwun, including managing the Executive Leadership Team and any major corporate decisions, and implementing the company's long and short term plans as determined by the Board of Directors.



## MS VANESSA SUMMERS

*General Manager - Child and Family Support Services*

Beginning her career with qualifications in book keeping and medical reception, Vanessa has grown her expertise over the years to include qualifications in community services, business, training, management and counselling.

Vanessa has worked with Kalwun for more than 10 years, working her way up to the General Manager - Child and Family Support Services position that she holds today. She has previously held a board position with the Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSICPP) and is currently studying a Graduate Certificate in Human Services at Griffith University.



## MRS NICHELLE NONA

*General Manager - Health Services  
Acting General Manager - Aged Care and Disability Services*

Nichelle has always excelled in the area of administration. She has worked for Kalwun for more than 10 years, working her way up from Administration Assistant to Practice Manager and finally to the General Manager position she currently holds.

Nichelle has completed a Diploma in Business Administration and began acting in the position of General Manager - Aged Care and Disability Services in 2018.



## MR DENNIS BOTHMA

*Chief Financial Officer*

Dennis joined the Kalwun team in 2016 as the Senior Financial Officer after previously spending time doing taxes, offering business services and advice, working for charity and in the public sector, and being part of a family-run firm with his brother. In late 2016, he started the CPA Gold Coast Not for Profit Group, offering professional development services specifically for those in the non-profit sector.

Dennis was appointed to the position of Chief Financial Officer at Kalwun in 2017 and oversees the Head Office team where he leads the way in finance and contract management as well as providing oversight of strategic human resources initiatives, workplace health and safety, property and facility management, information and system supports, risk management and company legal affairs.



## MS EMILY ROLLS

*Executive Administrator*

Emily started her career on the frontline with Kalwun Health Service in 2010, working as Medical Receptionist then Administrator.

When she returned to work after starting a family, Emily became the Business Development Officer, then Quality Coordinator before being appointed to Executive Administrator.

Emily oversees Jellurgal Aboriginal Cultural Centre as well as providing oversight of marketing, communications, operational support, strategic initiatives and quality systems. With qualifications in business administration and community services, Emily has been very versatile and experienced in all facets of work at Kalwun.



*Torres Strait Islander dancers perform at a NAIDOC event at our Community Care facility in Bonogin.*



# Organisational chart



**DIRECTORS**

**MANAGING DIRECTIVE OFFICER**

Chilcott

**COMMUNITY CARE SERVICES**

**Care & Disability Services (Acting)**

elle Nona

OPERATIONS MANAGER (Acting)  
Ms Robyn Bryan

ASSISTANT MANAGER  
Ms Eualanda Simpson

ASSISTANT MANAGER  
Ms Kirsty Tulip

PROJECT OFFICER (temporary)

ADMINISTRATOR  
Ms Mandy Hogg

ACTIVITIES OFFICER

COMMUNITY CARE WORKERS

RESPIRE /FLOOR STAFF

ROSTER CLERK

TRANSPORT OFFICERS

MAINTENANCE OFFICERS

COOKS

GROUNDSMEN

KITCHEN ASSISTANTS

CENTRAL INTAKE OFFICERS

MEAL DELIVERY DRIVERS

CLIENT SERVICES OFFICERS

ONSITE CLIENT SERVICES

ENDORSED ENROLLED

DOCTOR

ADMIN/TRANSPORT

PODIATRIST

MASSEUSE

HAIRDRESSER

ALLIED HEALTH

**CHILD & FAMILY SUPPORT SERVICES**

**GENERAL MANAGER - Child and Family Support Services**

Ms Vanessa Summers

SERVICE MANAGER  
Ms Leiarina Dooley

TEAM LEADER (Logan)  
Ms Tess McKeown

RECOGNISED ENTITY TEAM

RECOGNISED ENTITY TEAM

COURT OFFICER

COURT OFFICER

INTAKE & ASSESSMENT OFFICER

INTAKE & ASSESSMENT OFFICER

RECOGNISED ENTITY ADVISORS

RECOGNISED ENTITY ADVISORS

TEAM LEADER (Foster & Kinship Care)

ADMINISTRATION OFFICER

FOSTER & KINSHIP CARE OFFICERS

PROGRAM MANAGER (Indigenous Education)

ADMINISTRATION OFFICER

EARLY CHILDHOOD EDUCATORS

COMMUNITY LIAISON OFFICER

GOLD COAST FAMILY WELLBEING TEAM

GOLD COAST NORTH FAMILY CARE COORDINATOR

GOLD COAST SOUTH FAMILY CARE COORDINATOR & PARTNERSHIP DEVELOPMENT

FAMILY WELLBEING WORKERS

FAMILY WELLBEING WORKERS

FAMILY COUNSELLOR

CULTURAL DEVELOPMENT OFFICER

EARLY CHILDHOOD DEVELOPMENT COORDINATOR

*A didgeridoo player from the Yugambeh Aboriginal Dancers performs at a NAIDOC event at our Community Care facility in Bonogin.*





# Our performance

This section of the report highlights the five main business areas of the organisation. It outlines the key project accomplishments and statistics across the areas of Head Office, Health Services, Community Care Services, Child and Family Support Services and Jellurgal Aboriginal Cultural Centre.

# Head Office

## ABOUT KALWUN HEAD OFFICE

Kalwun's head office, located in Varsity Lakes on the Gold Coast, supports company-wide operations with finance and payroll, human resources, workplace health and safety, quality and accreditation, contract management, business development, executive support and marketing and communications.

## SERVICES PROVIDED:

- Emergency relief
- Affordable Housing program
- Finance and payroll
- Human resources
- Workplace health and safety
- Quality and accreditation
- Contract management
- Business development
- Executive support
- Marketing and communications

## KEY ACHIEVEMENTS IN 2017/2018

- Purchased a block of three two-bedroom units in Palm Beach. These units will be used as part of our affordable housing stock during approximately the next three years, at which point Kalwun will investigate the options to construct multiple one-bedroom units purpose-built for Elders' accommodation on the site.
- Implemented new financial reporting software to allow more insightful and timely Board reporting to occur.
- Commenced planning for the Coomera purpose-built integrated facility.
- Filled a new part-time position: Graphic Design and Communications Officer.
- Continued the IT Infrastructure ongoing project to streamline our IT hardware and support, telephone, internet and mobile solutions to reduce costs as well as improve performance. This is a large-scale project that is being approached one site at a time.
- Established a Workplace Health and Safety Committee who meet quarterly.
- Formalised the Finance and Audit Subcommittee to the Board.
- Partnered with Quick Corporate Australia for some of our stationery needs due to their Indigenous branded product line (Bibbulmun), with a percentage of the profits from items sold in this range being donated to the Kulbardi Fund, which supports remote Indigenous communities.
- Implemented new property management policies and procedures.
- Established the Executive Oversight, Performance and Remuneration Subcommittee of the Board.
- Coordinated a successful NAIDOC Week in partnership with the Gold Coast NAIDOC Committee.
- Held our inaugural all-staff event which included moving success stories from guest speakers and staff awards.
- Completed a successful company-wide ISO Surveillance Audit in February 2018.



In 2017/2018,  
Kalwun provided 306  
Coles vouchers for  
emergency relief.

*Connected with culture, committed to community.*

#### HOUSING CLIENT MOVING ON UP

Long-term housing client, Kathleen\*, moved up and out as she secured her own property for herself and her family.

After being in the affordable housing project for 10 years, Kathleen was able to get back on her feet and move out of the house that she and her family called home.

This made the property available for a new family in need to move in and use the opportunity to better their circumstances for the future.

“Kalwun helps families when they are in need. It is satisfying to see them moving on to a positive outcome.”

*Alicia, Housing/Systems  
Support and Work Health  
Safety Officer*

\* Names are changed to maintain client privacy

# Health Services

## ABOUT KALWUN HEALTH SERVICES

Kalwun is the only Aboriginal community-controlled health service addressing the primary health care needs of Aboriginal and Torres Strait Islander people on the Gold Coast. We offer access to male and female doctors, nurses, Aboriginal health workers and transport support at our three clinics.

Located in Oxenford, Miami and Bilinga, Kalwun Health Services offer a combination of primary health care and community-based services to the Gold Coast community.

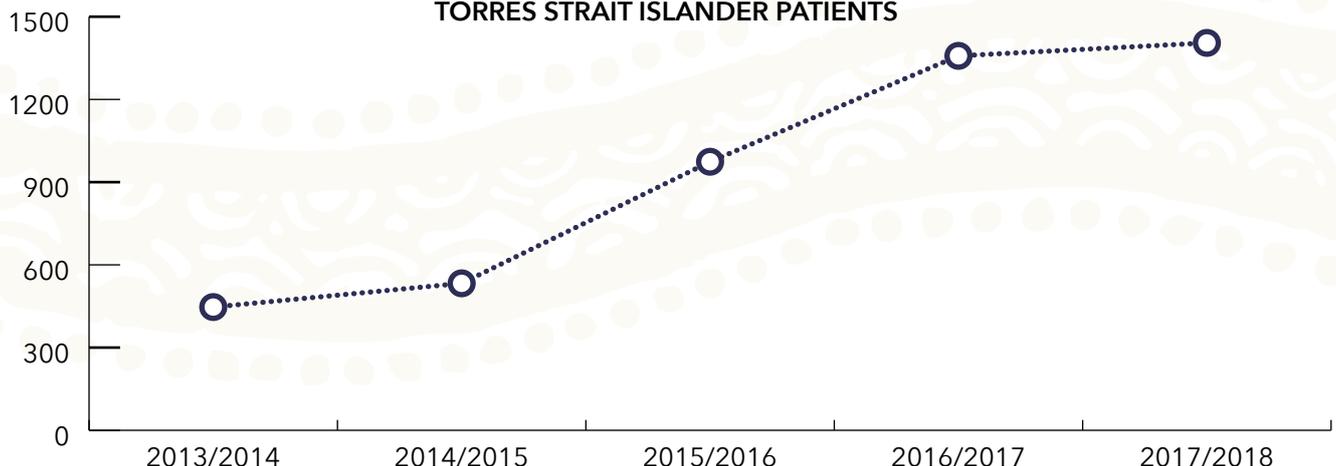
## SERVICES PROVIDED:

- Bulk billing practice to eligible clients
- Access to general practitioners
- Onsite allied health services
- Immunisation
- Health checks
- Dental services
- Care coordination
- Mental health support services
- Antenatal, infant and child health support
- Health promotion activities and community days
- Transport to clinics

## KEY PROJECTS IN 2017/2018

- Completed 2,952 Aboriginal and Torres Strait Islander health checks, an increase of 11.3 percent on the 2016/2017 financial year.
- Provided 1,224 episodes of dental care.
- Hosted staff and community information sessions on the National Disability Insurance Scheme (NDIS).
- Employed a full-time NDIS Project Officer to assist Kalwun clients to understand the process, complete forms and liaise with NDIS staff.
- Commenced partnership with charity organisation *Baby Give Back* who provide Kalwun mums to be with baby products for their newborns.
- Commenced partnership with charity organisation *Supporting the Girls* who provide Kalwun clients with new lingerie and toiletry supplies.
- Provided 17,398 episodes of care across three clinics
- Increased the number of Aboriginal and Torres Strait Islander people accessing the service from 3,742 to 5,063.
- Facilitated a review session with the CEO and General Manager with participants of community health programs and began implementing new recommendations in 2018 as a result.
- Saw more than 250 clients in Kalwun's Mental Health Program.
- Achieved accreditation by AGPAL across all Kalwun clinics in May 2018, demonstrating our dedication to delivering high quality care and safety to our patients.
- Provided Care Coordination for a total of 136 clients including monthly Continuous Positive Airway Pressure (CPAP) clinics.

NUMBER OF NEW ABORIGINAL AND TORRES STRAIT ISLANDER PATIENTS





In 2017/2018, exactly 900 jarjums participated in ear screenings across our three health clinics.

## Connected with culture, committed to community.

### FULL CIRCLE SERVICE KEEPS CLIENT CARED FOR

Kalwun Health Services client, Miranda\*, is recovering well from numerous surgeries thanks to the support and extra effort of Bilinga Clinic staff.

After feeling unwell for days and contacting the Kalwun Health Services clinic, Miranda was advised to come and see the GP and was started on antibiotics immediately. Staff explained to her that if the pain was unbearable, she should go to the hospital. Later that night, Miranda had a fever and more pain and so called an ambulance. At the hospital they found that she had a massive abscess in her stomach and would require surgery.

Miranda was discharged from the hospital weeks later after multiple surgeries and was supported by Kalwun in her recovery. Kalwun staff organised My Aged Care, Meals on Wheels, medical supplies and medication as well as multiple hospital and GP visits and transport.

Being without a car, Miranda was grateful for the support in liaising with so many different providers during the four week period where she was unable to do many things for herself, and felt less stressed as a result.

“ We go over and above at times but clients don't always remember what you say or what you do, but how you make them feel. When clients feel like somebody cared and are less stressed because of a little bit more effort on my part, that's the reason I personally love my job.”

Melanie, Care Coordinator  
- Bilinga Clinic

\* Names are changed to maintain client privacy

# Community Care Services

## ABOUT KALWUN COMMUNITY CARE SERVICES

Kalwun Community Care is designed to support eligible persons to remain living in their own homes in a way that promotes independence and reduces their risk of premature and/or inappropriate admission to residential aged care.

The service aims to assist frail older people and younger people with moderate, severe or profound disabilities and their carers.

Kalwun provides basic support. This involves an assessment process. Services can include help at home and help in getting out into the community.

### SERVICES PROVIDED:

- Domestic assistance – includes household duties like cleaning or washing
- Personal care – includes help with bathing or showering and hair care
- Home maintenance – includes care of a client's lawn and annual spring cleans
- The Kalwun Day Respite Centre – a five-day-a-week day respite centre which also has fortnightly Monday night respite and monthly Saturday respite
- Social and transport support
- Food services – includes providing meals at our day respite centre, helping with shopping for food, preparing and storing it, and delivering meals to homes.

## KEY PROJECTS IN 2017/2018

- Streamlined the business unit organisational structure by introducing a new Operations Manager role to provide day-to-day operational management of aged and disability care services. Two Assistant Managers were also appointed to improve support for staff and consumers.
- Currently servicing 386 clients through the Commonwealth Home Support Programme (CHSP).
- Secured a longer-term contact with the Department of Health for the administration of the CHSP.
- Continued to significantly invest in facility upgrades including an internal refit of the respite centre.
- Increased our frontline Community Care Worker workforce.
- Increased the number of clients who have chosen Kalwun as their provider for their Home Care Packages from 46 to 59. We currently administer 2 Level One Packages, 27 Level Two Packages, 18 Level Three Packages and 11 Level Four Packages.
- Recommended a massage therapy service to compliment the full suite of onsite allied health and social support services.
- Commenced new fitness classes for the aged including hydrotherapy.
- Significantly increased the number of clients attending onsite Aboriginal art classes.
- All staff within the business unit participated in regular professional development relevant to the sector.
- Assisted the Elders to participate in NAIDOC Week, Seniors Week and other cultural and community events.



In  
2017/2018,  
59 clients chose  
Kalwun as provider  
for their Home Care  
Packages.

## Connected with culture, committed to community.

### CLIENT SEES POSITIVE CHANGE AFTER COMMUNITY CARE

After moving to the Gold Coast with his wife 10 years ago, David\* attended Robina Mental Health and was told about Kalwun's services.

After making an appointment with the Kalwun doctor, David was identified as suffering from post traumatic stress disorder (PTSD) from childhood trauma in boys homes.

The doctor was able to make some positive changes for David including organising a new psychologist and recommending Kalwun's mens group and Community Care.

Since attending Kalwun Community Care, David has felt very supported by the staff. Yarning to the Indigenous and non-Indigenous community has helped and he feels more loved and welcome than he has from any other service.

David's wife also believes that the Kalwun team has helped him as she has seen a positive change in him – he is now able to love himself.

“I have always been around people and enjoy helping them and caring for their wellbeing. At Kalwun Community Care, I like to ensure that clients are getting specialised care for their needs.

Just seeing them happy makes me happy.”

*Eualanda, Assistant Manager  
- Community Care*

*\* Names are changed to maintain client privacy*

# Child and Family Support Services

## ABOUT KALWUN CHILD AND FAMILY SUPPORT SERVICES

Kalwun Child and Family Support Services is the central hub for delivering Recognised Entity, a family wellbeing service, foster and kinship care and Indigenous education programs throughout south-east Queensland.

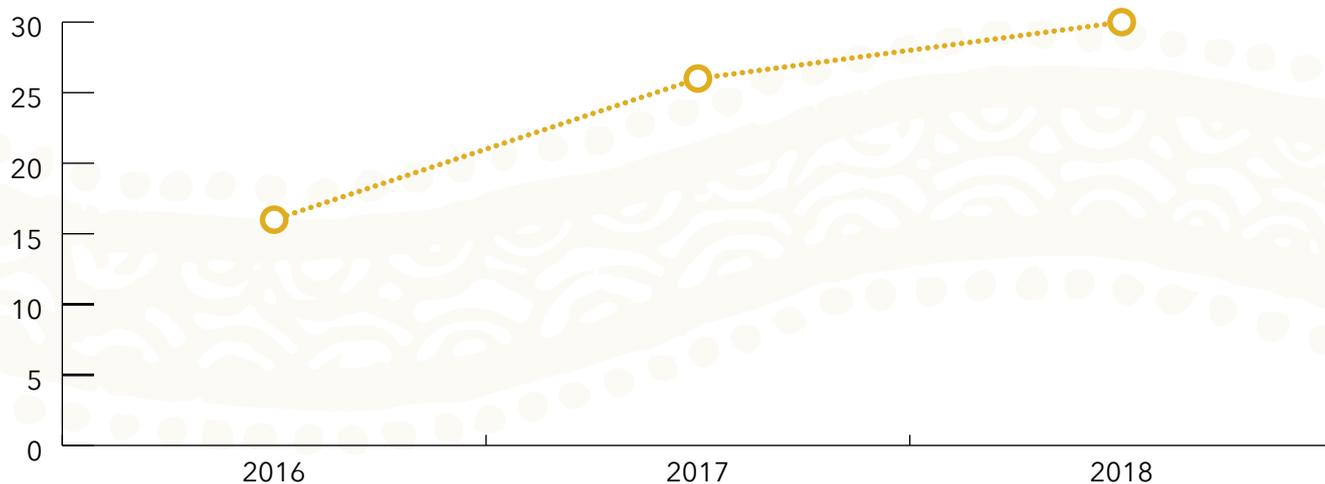
### SERVICES PROVIDED:

- Recognised Entity (RE) - involves working collaboratively with the government department in each phase of their decision-making process to improve outcomes for Aboriginal and Torres Strait Islander children.
- Family Wellbeing Service - supports Aboriginal and Torres Strait Islander families with children and young people under the age of 18 years.
- Foster and Kinship Care - funded by the Department of Communities to recruit, train and assess Aboriginal and Torres Strait Islander carers with the aim of placing Aboriginal and Torres Strait Islander children with culturally-appropriate carers, ensuring they remain connected with their cultural identity and retain relationships with their families and communities.
- Early Learning Program - a school readiness program for Aboriginal and Torres Strait Islander children aged 3 to 5 years, based on the Early Learning Framework.
- Jarjums Playgroup - a supported playgroup available for families of Aboriginal and Torres Strait Islander descent with children aged from 0 to 5 years within the Gold Coast community.

## KEY PROJECTS IN 2017/2018

- Hosted NAIDOC celebrations at the Kalwun Early Learning Centre in Burleigh, giving the opportunity for the children to perform in front of an audience, play games and have fun with crafts.
- Hosted an Aboriginal and Torres Strait Islander Children's Day event to celebrate the strengths and culture of the children.
- Hosted 60 individuals in our Jarjums Playgroup (28 parents/carers, 32 children).
- Increased our Early Learning Program attendance to 30 children.
- Added a new therapy room to our Burleigh office.
- Introduced a new Early Childhood Development Coordinator (ECDC) position to improve and support the engagement of Aboriginal and Torres Strait Islander families with early childhood education and care systems and promote with families the importance of their children's early learning to ensure that children make a successful transition to formal education.
- Opened the Coomera office, attended by Hon Shannon Fentiman, Minister for Communities, Women and Youth, Minister for Child Safety and Minister for the Prevention of Domestic and Family Violence.
- Delivered cultural awareness training to the Department of Communities, Office of the Director of Child Protection Litigation, Southport and Beenleigh Court Registry Staff and Bond University.
- CEO and General Manager presented at the QATSICPP Members Conference in Cairns.

EARLY LEARNING PROGRAM ATTENDANCE





In 2017/2018,  
30 jarjums have  
participated in the  
Kalwun Early Learning  
Program.

## Connected with culture, committed to community.

### MOTHER AND DAUGHTER GOING FROM STRENGTH TO STRENGTH

From living couch to couch or in a refuge, young single mother Liz\* has now made tremendous strides in providing a happy and safe household for herself and her child.

After entering the Kalwun service, Liz engaged right away and accessed advice whenever needed. From filling in forms, dealing with legal matters, sourcing transport and attending health clinics, she has maintained a good attitude and is striving to meet her goals.

Liz has incredible willingness to succeed as a single young mum and has recently secured her own private rental after being knocked back many times as a first-time tenant.

The next challenges to come for Liz are to pass her driver's licence test and enrol in an aged care course so that her and her child can live a comfortable life.

There is no doubt that she will achieve great things.

“ It is fantastic to see outcomes like these for all the hard work that the wellbeing workers and the families have done towards the goals they set out.

The program is all about empowering our mob with knowledge to create their own stable environment for their families and to make a cultural connection to the local community.”

Rowena, Family Care  
Co-ordinator - Child and Family  
Support Services Coomera

\* Names are changed to maintain client privacy

# Jellurgal Aboriginal Cultural Centre

## ABOUT JELLURGAL

Named after the mountain on which it sits, Jellurgal is the Gold Coast's only dedicated Aboriginal cultural centre. Offering guided tours of significant historical sites on Burleigh Headland as well as other cultural experiences, the centre caters for local, interstate and international tourism.

The centre itself houses an Aboriginal art gallery and historical boardwalk display as well as artefacts and gifts for sale.

The services of Jellurgal Aboriginal Cultural Centre form part of Kalwun's commitment to delivering essential cultural knowledge to people of the Gold Coast and wider community about the Yugambah speaking people of this area.

## SERVICES PROVIDED:

- Visitor centre
- Guided tours
- Customised cultural programs
- Aboriginal dance performances
- Aboriginal art exhibit
- Gift shop
- "Jellurgal Jarjums" educational incursions
- Event space hire

## KEY PROJECTS IN 2017/2018

- Secured a new three-year contract with Currumbin Wildlife Sanctuary to supply daily dance performances.
- Provided 466 Aboriginal dance performances across the Gold Coast.
- Conducted 31 Jellurgal Jarjums programs.
- Took 3,485 local and 266 international students and educators on Jellurgal tours.
- Staff completed the Creating Tracks Program, a Commonwealth Games and TAFE Queensland small business training program designed to support growth and development.
- Hosted two work experience students.
- Featured in the Lonely Planet 2018 Australian traveller book, a selection based purely on merit.
- Celebrated five years of operations with a stakeholder and community event on 17 January 2018.
- Celebrated the 10th Anniversary of the National Apology by holding a community event which was funded by the Healing Foundation and UIH.
- Visited by Chern'ee Sutton (artist involved in the Commonwealth Games mascot Borobi design) during the Commonwealth Games period.
- Appointed two new staff members to cater for increased patronage.
- Partnered with David Fleay Wildlife Park to develop the "Twilight Experience" event at the park.

JELLURGAL VISITATION FIGURES





More than 7,500 people visited Jellurgal Aboriginal Cultural Centre in 2017/2018.

Connected with culture, committed to community.

VISITOR REVIEWS

“Great place to get information about Aboriginal history of the region, their authentic paintings and some Aboriginal art you can buy in there. The location is very close to the entrance of the Burleigh Heads National Park.”

*Beetan2015, Penang, Malaysia  
June 2018*

“Cool and quiet information centre. Very informative Aboriginal history of the region, authentic paintings and artefacts for sale, coffee, snacks and drinks. Very knowledgeable staff.”

*Terry G, Sydney, Australia  
January 2018*

“Tours and exhibits with all items approved by local Elders makes this a great and authentic way to learn about this fabulous culture.”

*Nikki, Unknown location  
April 2018*

“Looking for Aboriginal Culture, look no further.

Great place to see some Aboriginal Culture all close by to where we stayed.”

*Lyn, Hawera, New Zealand  
December 2017*

“I love teaching people about the region and sharing my people’s stories so that visitors see the land in a completely new light.”

*Trish, Cultural Officer, Jellurgal Aboriginal Cultural Centre*



*A Jellural guide takes visitors on a tour of the mountain.*

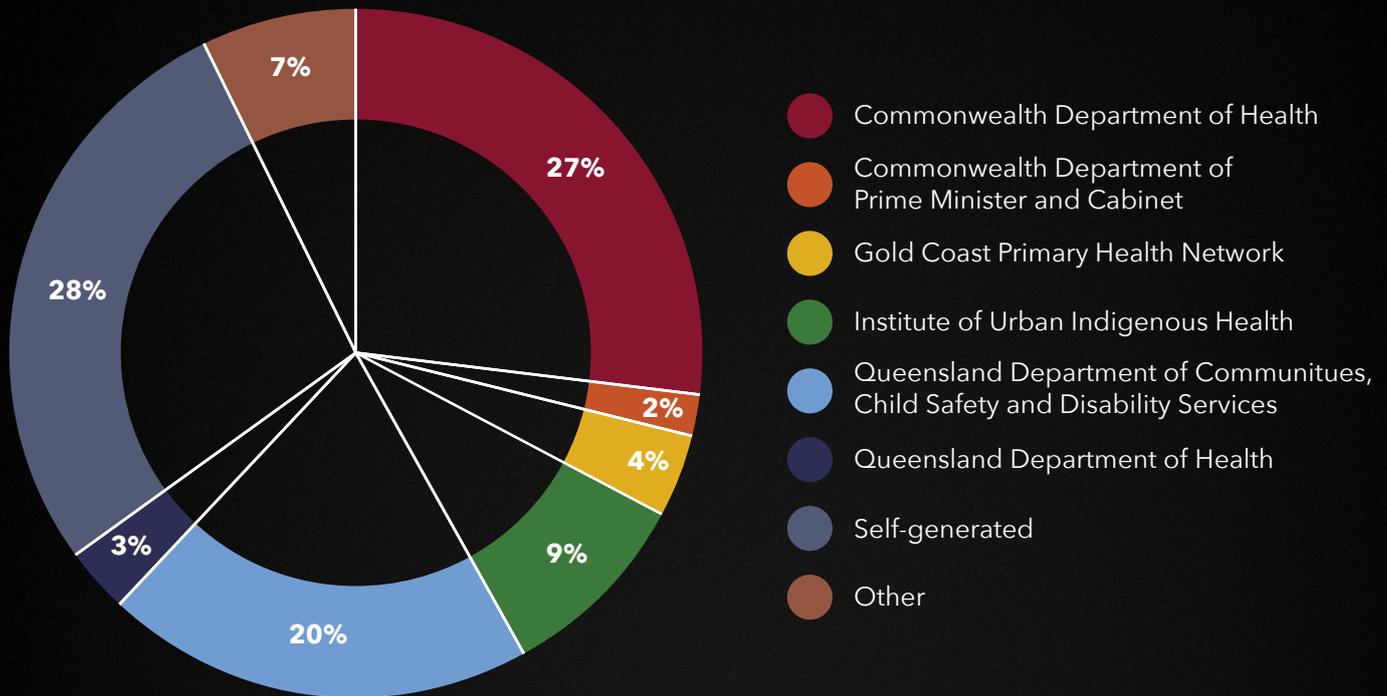
# Our finances

This finance section of the report outlines our financial position from 2017/2018.

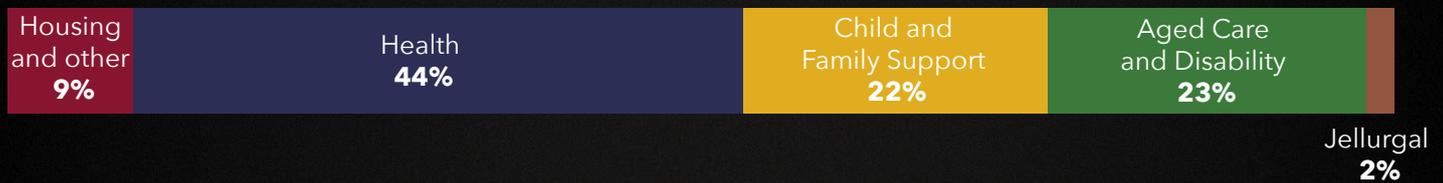


# Our income and expenditure

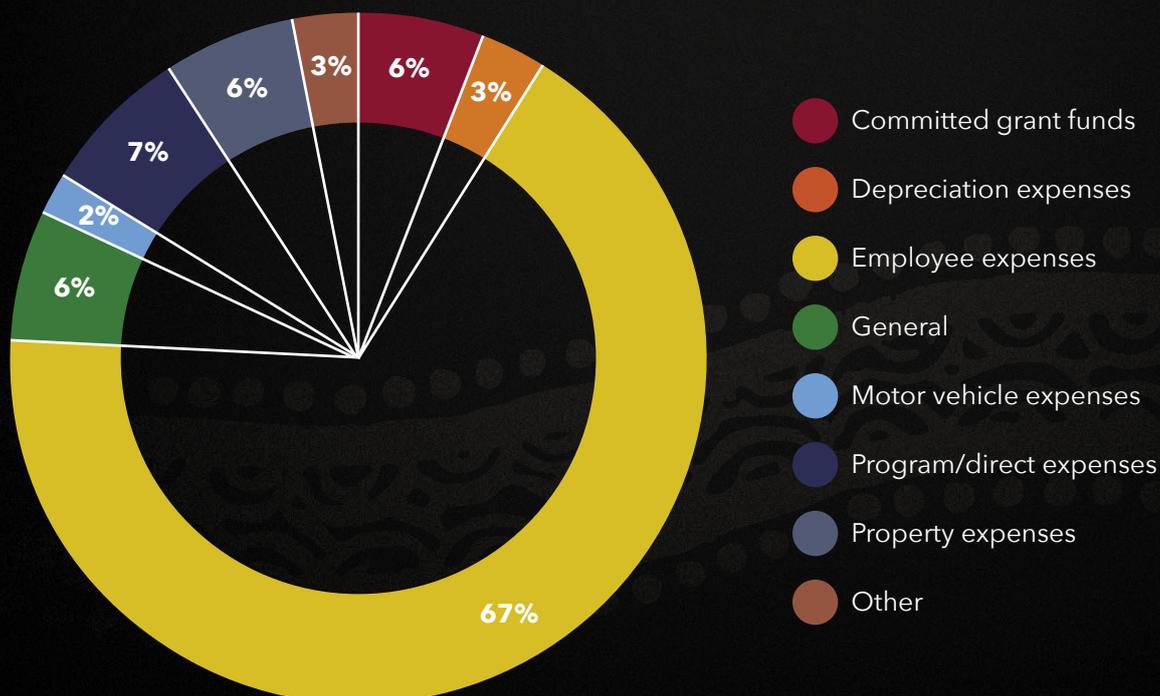
## WHERE OUR FUNDS COME FROM



## HOW OUR FUNDS ARE DIVIDED

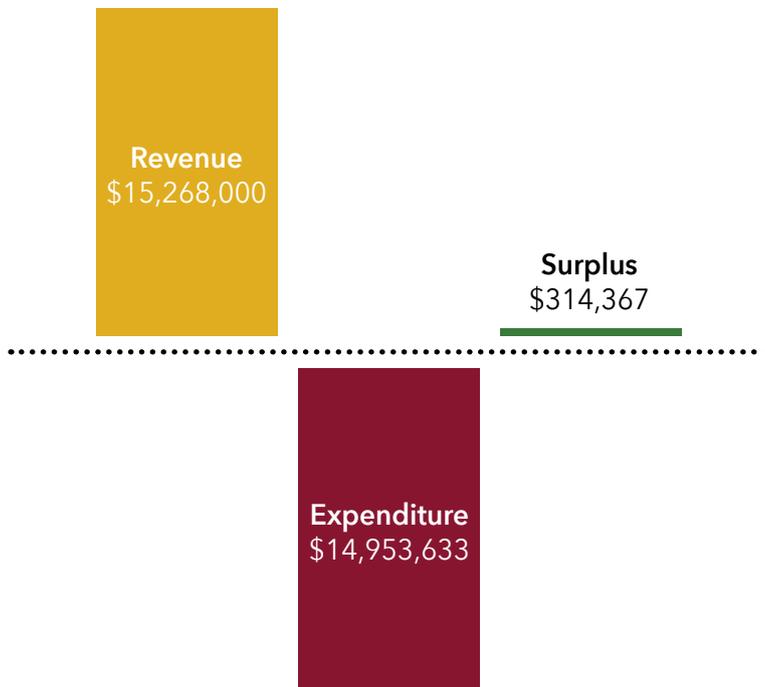


## WHERE OUR FUNDS ARE SPENT



# Our financial position

## OUR FINANCIAL PERFORMANCE



Our revenue increased  
**\$1.32m**  
this financial year

## OUR FINANCIAL POSITION



We have  
**\$29.8m**  
in assets

# Contact us

*This artwork, by Christine Slabb, hangs proudly in the Kalwun Health Service at Miami and formed the basis for the Gold Coast Titans' "close the gap" jersey in 2016.*

## HEAD OFFICE

Level 1, 14 Cassia Drive, Varsity Lakes QLD  
PO Box 2588, Burleigh Waters QLD 4220

Phone (07) 5578 3434

## HEALTH SERVICE - MIAMI CLINIC

2020 Gold Coast Highway, Miami QLD  
PO Box 313, Miami QLD 4220

Phone (07) 5526 1112

## HEALTH SERVICE - OXFENFORD CLINIC

GP Super Clinic - Level 1, 2 Leo Graham Way, Oxenford QLD  
PO Box 820, Oxenford QLD 4210

Phone (07) 5514 7100

## HEALTH SERVICE - BILINGA CLINIC

Airport Central - 1 Eastern Avenue, Bilinga QLD  
PO Box 462, Tugun QLD 4224

Phone (07) 5589 6500

## COMMUNITY CARE SERVICE - AGED AND DISABILITY

118 Bonogin Rd, Bonogin QLD  
PO Box 2588, Burleigh Waters QLD 4220

Phone (07) 5522 9197

## CHILD AND FAMILY SUPPORT SERVICE - SOUTH

14 Kortum Drive, Burleigh Heads QLD  
PO Box 3880, Burleigh Town Centre, Burleigh Heads QLD 4220

Phone (07) 5520 8600

## CHILD AND FAMILY SUPPORT SERVICE - NORTH

9 Jowett Street, Coomera QLD  
PO Box 1210, Oxenford QLD 4210

Phone (07) 5676 6477

## JELLURGAL ABORIGINAL CULTURAL CENTRE

1711 Gold Coast Hwy, Burleigh Heads QLD 4220  
PO Box 3, Burleigh Heads QLD 4220

Phone (07) 5525 5955

[www.jellurgal.com.au](http://www.jellurgal.com.au)

[www.kalwun.com.au](http://www.kalwun.com.au)



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