



**KALWUN**

*Jellurgal*  
Aboriginal Cultural Centre

KALWUN DEVELOPMENT  
CORPORATION LTD

**2022/2023**

**ANNUAL REPORT**



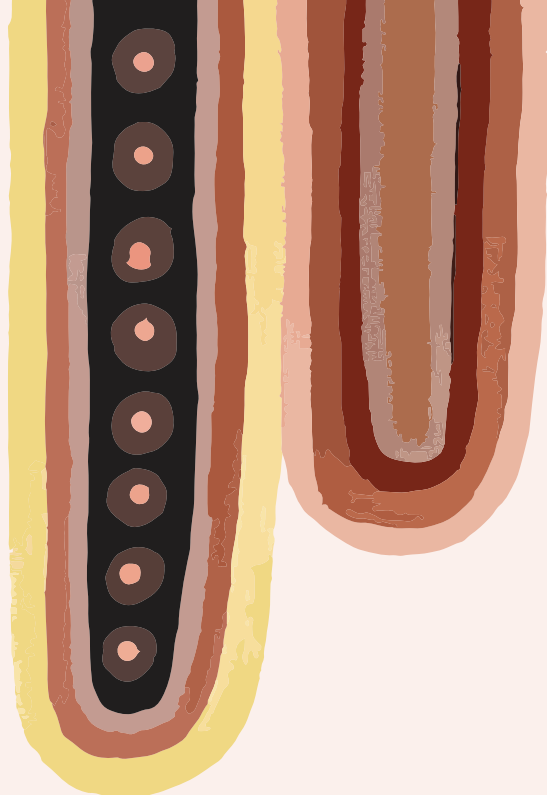
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*The Kalwun Development Corporation Ltd Board of Directors, CEO and all Staff acknowledge the Traditional Custodians of the Lands upon which we work – the Kombumerri people and the wider Yugambeh language speaking group. We pay our respects to all Aboriginal and Torres Strait Islander Elders, past, present and emerging.*



*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 2022/2023 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 and educational initiatives.

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 right, views and values of our Elders, patients, clients, consumers, wider community, our partners and each other.



## INTEGRITY

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



## COMMUNITY FOCUSED

We strive to meet the needs of all who utilise our services and the broader community. We are dedicated to providing quality services and treat all people equally and with respect.



## PROFESSIONALISM

We are committed to excellence and providing high quality services in a client focussed, professional manner.



## 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 and show leadership in this area.

# STRATEGIC PLAN TOWARDS 2025

Kalwun's Strategic Plan *Towards 2025* commits the organisation to four strategic priorities:

## STRATEGIC PRIORITY 1

LEAD THE WAY

- **Become a leader in cultural education and capability, in partnership with local Traditional Custodians**
- Develop accountable management and governance practices in line with contemporary standards
- Maximise our financial security through the development of sustainable income streams, effective budget management and efficient utilisation of existing assets
- Fulfil reporting commitments to funding bodies, regulatory authorities and our community
- Consistent use of our brand and marketing assets including; logo, name, branding standards and marketing materials
- Strategically use marketing, communications and media to raise the profile and improve the reputation of the organisation

## STRATEGIC PRIORITY 3

EMPOWER OUR PEOPLE

- Build a positive, progressive and consistent company-wide culture
- **Embed an industry leading staff training and induction program with a focus of staff education, familiarisation, and engagement**
- **Implement initiatives which commit to and foster organisation-wide collaboration and awareness**
- **Introduce a 'Future Leaders Program' which encourages and supports staff to take part in a tailored professional development initiative which empowers them for future success**
- Promote and enable a learning culture that builds staff capacity and supports ongoing skill development
- Maximise the employment and retention of Aboriginal and Torres Strait Islander staff
- Continually evaluate human resource management practices
- Implement effective workplace consultative mechanisms and continually evaluate their effectiveness
- Implement strategies that allow for internal promotion opportunities
- Develop bespoke succession plans for key management positions

## STRATEGIC PRIORITY 2

IMPROVE OUR SERVICES

- **Oversee the development of eight (8) purpose-built units specifically aimed at accommodating some of our Elders in Palm Beach**
- **Capitalise on the opportunity to revitalise our Events Program through the introduction of an Events Strategy which categorises our Kalwun events to meet the diverse needs and expectations of our clients and community**
- Increase the number of Aboriginal and Torres Strait Islander people accessing our services
- Embed continuous quality improvement in the design, delivery and review of all programs and services to improve their impact and effectiveness
- Provision and distribution of culturally appropriate information to individuals, communities, partners and other organisations
- Establish a range of consultative mechanisms with key organisations and communities
- Improve integration of services across the organisation
- Improve integrated IT systems that support service delivery

## STRATEGIC PRIORITY 4

STRENGTHEN MEANINGFUL PARTNERSHIPS

- **Development of an organisation specific Community and Stakeholder engagement strategy focussed on capturing the evolving needs and desires of our community whilst strengthening our partnerships in alignment with our vision, mission and values**
- Engage Aboriginal and Torres Strait Islander Elders and people as partners of the organisation, listen to their desires and plan for their needs.
- Work in collaboration with other service providers to improve coordination, reduce duplication of services and develop alternative service delivery models to meet the evolving needs of client.
- Advocate for improvements in funded programs to meet the needs of our community

# OUR KEY BUSINESS AREAS





# LOCATIONS AND SERVICES

In 2022/2023, Kalwun had nine sites across the Gold Coast offering a range of services to the community.

## HEAD OFFICE

- Finance, payroll, human resources and workplace health and safety
- Quality and accreditation and contract management
- Business development and executive support
- Cultural support
- Affordable housing
- Marketing and events

## COOMERA INTEGRATED HEALTH AND WELLBEING HUB

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

## MIAMI HEALTH CLINIC

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

## BILINGA HEALTH CLINIC

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

## SENIORS SERVICES

- Centre-based wellness program
- Home Care Packages
- Social and transport support
- Domestic assistance
- Lawn maintenance
- Food services

## CHILD, YOUTH AND FAMILY SERVICES – BURLEIGH

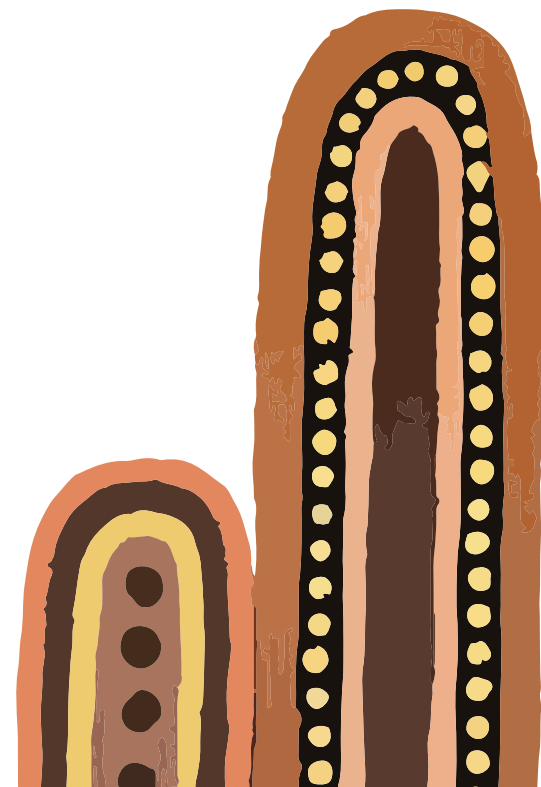
- Family Participation Program
- Foster and Kinship Care
- Early Learning Program
- Jarjums Playgroup
- Family Wellbeing
- Youth Wellbeing

## CHILD, YOUTH AND FAMILY SERVICES – COOMERA

- Family Wellbeing
- Playgroup and parenting programs
- Early Learning Program

## JELLURGAL ABORIGINAL CULTURAL CENTRE

- Tours
- Customised cultural programs
- Aboriginal dance performances
- Art exhibit and gift shop
- Early Learning Cultural Program





## CHAIRPERSON'S REPORT

2022/23 has been an exciting and challenging year. At Kalwun we strive towards improving the health and wellbeing of our mob through our various programs, projects and business units.

The Board have been continuing to work with our CEO to ensure that Kalwun stays a strong, healthy, and viable organisation. The Board is always looking at ways to improve our governance, such as upskilling the Board, having guest speakers at meetings and participating in business unit presentations from Kalwun staff. These insights ensure careful planning and consideration is taken at the Board table. We, as a Board, are committed to ensuring that Kalwun is flexible to the constantly changing needs of our clients, patients, and wider community.

The Kalwun Strategic Plan focuses on meeting challenges and community expectations. Over the past year we have realised that, during such a turbulent period, it is okay to reflect, redesign and restart important activities, initiatives and projects. The Board acknowledges that whilst we got it right with the previous strategic plan, that there is work to be done in refining our current plan.

The Board is responsible for the overall governance and strategic direction of the organisation and for delivering accountable corporate performance in accordance with the organisation's goals and objectives. We take our job seriously. Collectively, we acknowledge it is important that we are strong and capable. I would like to acknowledge the current Directors for their courage to be a Board Director at Kalwun and for their contribution to our direction and for the voice they use on behalf of the community.

In the past year, we sadly lost a number of our past members and active community members. Kalwun is forever grateful for their contributions and support. On behalf of the organisation, I'd like to give my sincerest condolences to their families and friends.

I would like to take this opportunity to thank our CEO, Executive Leadership Team and all Kalwun staff for their collective efforts, commitment, and the fantastic outcomes achieved. Our organisation is well placed with strong performance outcomes, a strong balance sheet and sustainable revenue streams to support our services going forward.

As Board Directors we must never forget that we are standing on the shoulders of giants who have sat at the Board table before us – let's continue to do our community, our Elders and our ancestors proud and carry on fighting the good fight for our mob.

Big Esso,

Mr William Oui  
Chairperson



## CEO'S REPORT

It is always a pleasure to present an Annual Report for the reflection of the year that was, and I am once again extremely proud of our Kalwun team, other Aboriginal and Torres Strait Islander service providers, our key stakeholders and volunteer community members. They have worked tirelessly to ensure that our people received the services and supports they required, at the right time, in the right place and by the right person.

Each year brings new challenges and opportunities. This past year has proven to be no exception. Our revenue grew to over \$22m and our assets now exceed \$58m. The organisation achieved another surplus position, with a net result of \$1.3m, mostly attributed to our improved model of care, efficiency strategies, recruitment challenges and receiving grant income towards the end of the financial year for rollover to the next financial year. Staffing bolstered to 174 with majority Aboriginal and Torres Strait Islander employment.

Again, the past 12 months was unprecedented in many ways, and I could not be prouder of the goals we have achieved. Kalwun has grown to new heights with our diversity in service offerings, new programs and initiatives, increased accessibility, reputation within the community and at government level, and new corporate and cultural expertise on board. Our visitor, client, and patient numbers grew across all business units. Cost of living pressures have forced more people to access our services than ever before, and we continue to advocate and lobby for basic needs to be met, increased frontline services, and workforce expansion to meet the demand and ensure our people can thrive.

All our programs and projects rely on a great team. Together, the commitment of the team is a critical factor in our achievements and all that we do at Kalwun. Our ability to deliver and advocate for our community and the extent of our influence is evidenced by our ongoing success in new services and more partnerships; and being invited to be part of important working groups aimed to improve the health and wellbeing of our people.

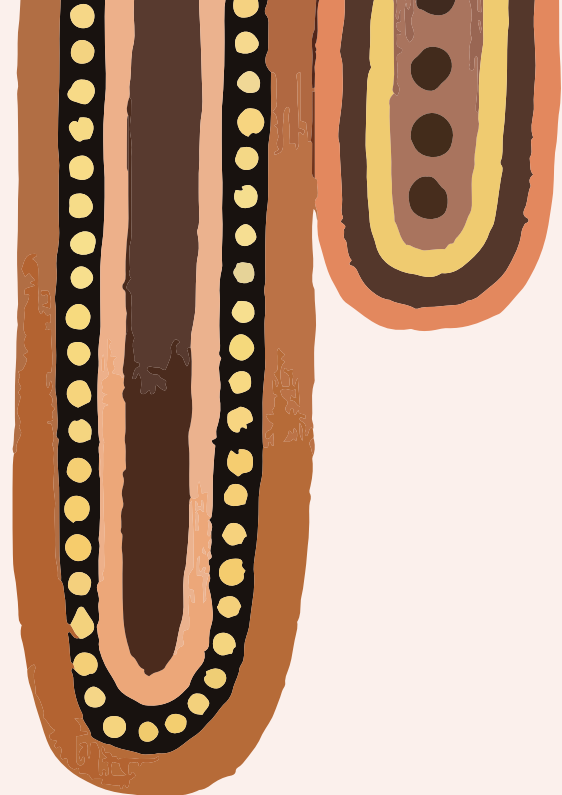
I acknowledge all our key partners and funders. I especially acknowledge UIH for their leadership, support, advocacy, and contributions. I thank my Executive Leadership Team, and the tireless and dedicated work of all 174 heroic staff who roll up their sleeves, day in and day out, on the foundations of cultural responsiveness to our families and community across the lands of the Kombumerri, Bullongin, Wanggeriburra, Birinburra, Mununjali and Minjungbal peoples and the wider Yugambah language speaking group.

I acknowledge the dedicated efforts of the Kalwun Board for their vision, guidance and leadership. The Kalwun Board approved an organisational restructure which renamed and realigned the business units across Kalwun and led to an expansion of the Executive Leadership Team to include the following roles; General Manager - Organisational Development and Governance, Executive Lead - Strategic Projects and Executive Lead - Cultural Integrity.

Over the past year we have deliberately taken the opportunity to pause at times to review and reevaluate our foundations. It is important for us to ensure that we are solid for the next stage of our journey. Whilst we have taken steps in the right direction, there is much more action required in the coming year. This is exciting, as change brings opportunity.

I have the confidence in our entire team that we can continue to strengthen Kalwun so that the many generations of the future will have the opportunity to live long, healthy, prosperous and happy lives.

Mr Kieran Chilcott  
Chief Executive Officer



# 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.

# BOARD OF DIRECTORS



## MR WILLIAM OUI

*Chairperson*

Elected as Chairperson in May 2016, William has had more than 25 years with Kalwun. He is the Chair of the Executive Oversight, Performance and Remuneration Subcommittee and completed a Certificate IV in Business (Governance).



## MS VANESSA SUMMERS

*Finance Subcommittee Chair*

Vanessa has more than 10 years experience with Kalwun and currently holds the position of General Manager – Child and Family Support Services. She is also the Chair of the Finance Subcommittee. Vanessa has qualifications in the areas of counselling, care, business and human services.



## MS TRACEY CASTLE

*Co-Deputy Chairperson*

With a long history in Indigenous services, Tracey spent 14 years with the Indigenous Community Advisory Board (TAFE). She holds a Bachelor of Society, Politics and Indigenous Studies, a Graduate Certificate in Career Development and has diplomas and certificates in a range of other disciplines.



## MR LINDSAY BLOW

*Board Director*

Lindsay has more than 25 years with Kalwun, completed a Certificate IV in Business (Governance) and is a long-serving paramedic with the Queensland Ambulance Service. He also spends time in the community, helping with Indigenous reading programs in local schools.



## MR GRANT WILLIAMS

*Co-Deputy Chairperson*

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 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 NICHELLE NONA

*Company Secretary*

Nichelle has worked with Kalwun for more than 10 years and holds the position of General Manager – Health Services. Nichelle has completed Diplomas in Business Administration and Practice Management.



## MR JADE LEWIS

*Board Director*

Raised on the Gold Coast and growing up in and around Kalwun, Jade has been a member for 22 years and has given more than 13 years of service at multiple Kalwun divisions. Jade currently holds the position of Enrolled Nurse/Care Coordinator with Kalwun’s Health Service and continues to service our community members with care and support.





# OUR FUNDERS AND PARTNERS

## OUR FUNDERS

- The Australian Government
  - ▶ Department of Health and Aged Care
  - ▶ National Indigenous Australians Agency
- The Institute for Urban Indigenous Health (IUIH)
- Gold Coast Primary Health Network
- The Queensland Government
  - ▶ Queensland Health
  - ▶ Department of Children, Youth Justice, Multicultural Affairs
  - ▶ Department of National Parks, Sport and Racing (in-kind contribution)
- City of Gold Coast Council (rate rebate contribution)
- James Cook University
- Western Sydney University

## OUR PEAK BODIES

- National Aboriginal Community Controlled Health Organisation
- Queensland Aboriginal and Islander Health Council
- Queensland Aboriginal and Torres Strait Islander Child Protection Peak (QATSICPP)
- Institute for Urban Indigenous Health
- National Aboriginal and Torres Strait Islander Ageing & Age Care Council (NATSIAACC)
- Aged & Community Care Providers Association (ACCPA)

## OUR PARTNERS

- Act for Kids
- Arcadia College / GenZ Employment
- ATSICHS Brisbane
- Burringilly HACC Service
- Centacare
- CURA / Multicultural Communities Council
- Currumbin Wildlife Sanctuary
- David Fleay Wildlife Park
- Dementia Australia
- Domestic Violence Prevention Centre
- Georgina Aged Persons Hostel
- Gold Coast Suns
- Gold Coast Titans
- Gold Coast Tourism Corporation
- Jymbilung House
- Kambu Medical Centre
- Lives Lived Well
- Minjerriba Respite Care Centre
- Moondarewa Inc
- Mununjali Housing and Development
- QuIHN
- The Benevolent Society
- The Karulbo Partnership (Kruungal ATSI Corporation and GCH Aboriginal and Torres Strait Islander Health Service)
- The Salvation Army
- The Yugambeh Museum, Language and Heritage Research Centre
- Uniting Care Community Qld
- We Care Disability and Community Services
- Yugambeh Aboriginal Dancers
- Yugambeh Region Aboriginal Corporation Alliance (YRACA)
- Yulu-Burri-Ba Aboriginal Corporation for Community Health
- Enterprise & Training Company Limited (ETC)

# EXECUTIVE LEADERSHIP TEAM



## MR KIERAN CHILCOTT

*Chief Executive Officer*

Kieran is a highly regarded and accomplished senior executive and CEO. He commenced employment with Kalwun in 2007, working in executive leadership roles since 2009. Kieran 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 has chaired and been a member of several Boards at a local, state and national level.

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.



## MR DENNIS BOTHMA

*Chief Financial Officer and General Manager - Community Care*

Dennis joined the Kalwun team in 2016 as the Senior Financial Officer when he also started the *CPA Gold Coast Not for Profit Group*, offering professional development services specifically for those in the non-profit sector. He was appointed to the position of Chief Financial Officer in 2017 and oversees the Corporate Support team, leading 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.

Dennis holds a Bachelor of Business and a Diploma of Governance and is a CPA. He is also a Fellow of the Institute of Community Directors Australia. In 2022/2023, Dennis has continued the role of General Manager - Community Care.



## MS NICHELLE NONA

*General Manager - Health 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 Diplomas in Business Administration and Practice Management.



## MS VANESSA SUMMERS

*General Manager - Child, Youth and Family 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, including a Graduate Certificate in Human Services and a Master of Human Services.

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).



## MS JAYNE SEXTON

*Executive Lead - Cultural Integrity*

Jayne joined Kalwun in 2013 in the Vulnerable Families Program. Jayne's background was in Family Intervention, so it wasn't long before she moved over to Child, Youth and Family Services where she stepped into a Team Leader role. She then progressively made her way to Program Manager of Family Wellbeing and Foster and Kinship Care. Jayne had the opportunity to complete a Graduate Certificate in First Peoples Community Practices through the Griffith University scholarship pathway.

In February 2023, Jayne started in her current role as Executive Lead - Cultural Integrity, where she is currently running monthly three-day orientations. Jayne holds the record for the employee with the most titles within Kalwun.



## MS MICHELLE REID

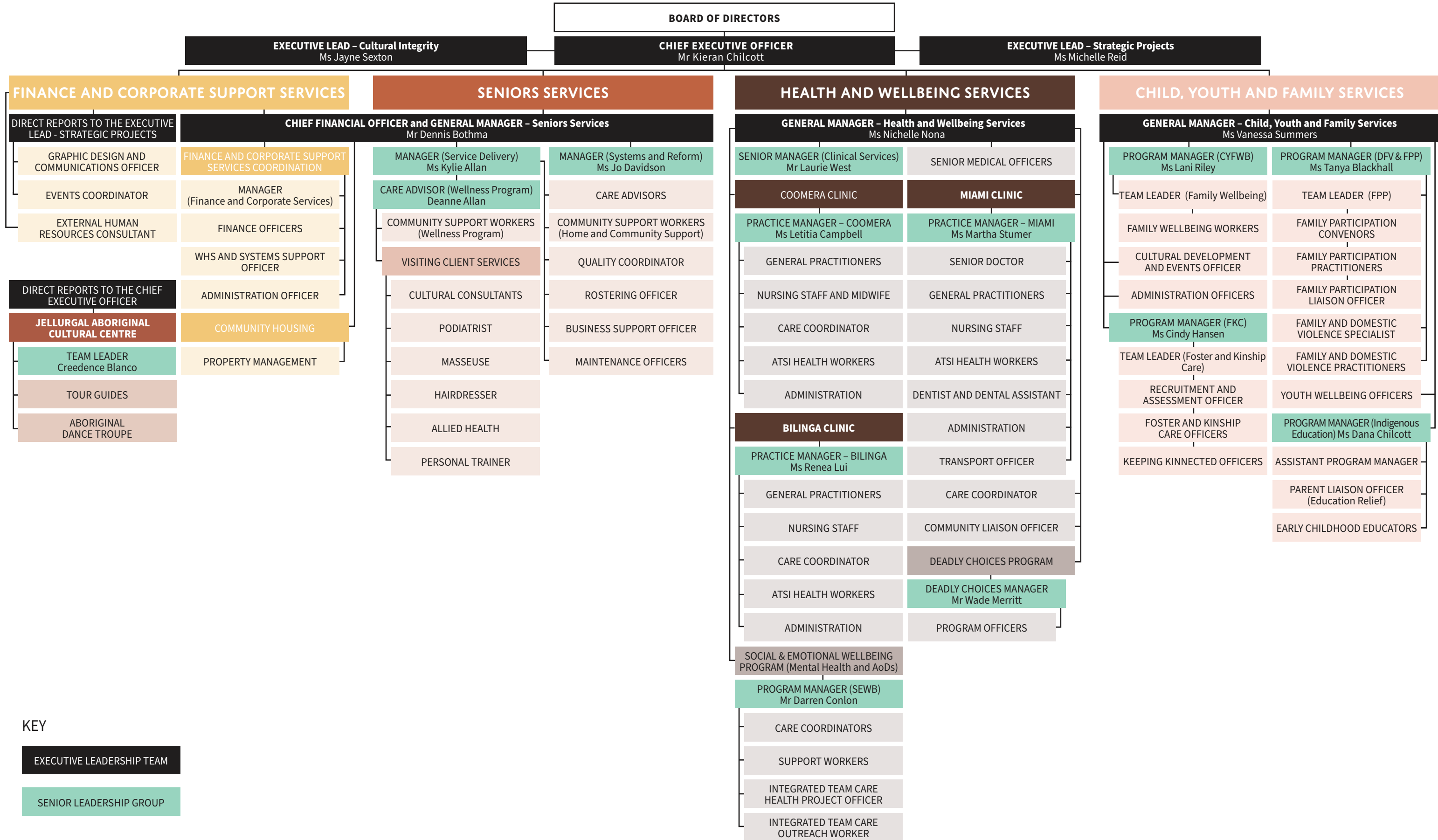
*Executive Lead - Strategic Projects*

Michelle joined Kalwun in 2018 in a new Head Office based Marketing and Communications business unit created from a 2017 - 2020 Strategic Plan priority. In the years that followed, the Marketing and Communications team expanded and its contributions were instrumental in enhancing Kalwun's visibility and impact within the community.

In 2023, Michelle's skills, visionary thinking and commitment to Kalwun's vision and mission lead to her appointment to the position of Executive Lead - Strategic Projects. With a Bachelor of Multimedia and Diploma in Project Management, Michelle's skillset works across all Kalwun business units to deliver a positive community impact.



# ORGANISATIONAL CHART



# OUR TEAM

Kalwun's wide range of service areas means the organisation has a talented and diverse team of staff that specialise in various areas of expertise across our sites on the Gold Coast.

With specialist teams in Health and Wellbeing Services, Seniors Services and Child, Youth and Family Services as well as at Head Office and Jellurgal Aboriginal Cultural Centre, Kalwun offers a range of job types and opportunities.

\* Includes Board members

**173** staff\* employed (as at 30 June 2023) including

**93** Aboriginal and/or Torres Strait Islander staff\*

IN TOTAL, STAFF HAVE COMPLETED:

**35** certificates (levels I to IV)

**16** bachelor degrees

**21** diplomas and advanced diplomas

**10** casual staff

**163** full/part time staff

**4** graduate certificates

**3** masters degrees

**1** PhD

## 2022/2023 STAFF ACHIEVEMENTS

Each year, Kalwun recognises and celebrates individual and team achievements across the organisation. We would like to congratulate the below staff members and teams for their hard work and dedication across the 2022/2023 year.

### SENIOR SERVICES – EMPLOYEES OF THE YEAR

**Katrina Best and Delwyn Springer**

### HEALTH AND WELLBEING SERVICES – EMPLOYEES OF THE YEAR

**Ellie Tan and Dr Katrina McLean**

### CHILD, YOUTH AND FAMILY SERVICES – EMPLOYEES OF THE YEAR

**Natasha Peet and Katie Thompson**

### KALWUN HEAD OFFICE AND JELLURGAL ABORIGINAL CULTURAL CENTRE – EMPLOYEE OF THE YEAR

**Amanda Arthurson**

### ROOKIE OF THE YEAR AWARD

**Cameron Weightman, Jellurgal Aboriginal Cultural Centre**

**Therese Kulbicki, Health and Wellbeing Services**

### THE CHAIRMAN'S AWARD

**Dr Katrina McLean, Ian Ell-Balalas, George Graham, Ellie Tan, Jade Dale and Ronald Dodd**

### THE BOB PASCOE SILENT ACHIEVER AWARD

**Creedence Blanco, Jellurgal Aboriginal Cultural Centre**

### KALWUN EMPLOYEE OF THE YEAR

**Dennis Bothma, Chief Financial Officer and General Manager – Seniors Services**



We would also like to congratulate staff achieving milestone employment anniversaries this year with Kalwun.

### 5 YEARS OF SERVICE

**Joanne Davidson  
Kelly Fielder  
Leanne Kells  
Gordon McAlpine  
Wade Merritt  
Michelle Reid**

### 10 YEARS OF SERVICE

**Amanda Arthurson  
Tanya Blackhall  
Karen Grundy  
Hristos Lardis  
Danielle Nona  
Lani Riley**

### 15 YEARS OF SERVICE

**Tracey Andres  
Sinan Allez  
Sandra Klaus  
Leilani Summers  
Jade Weeks**

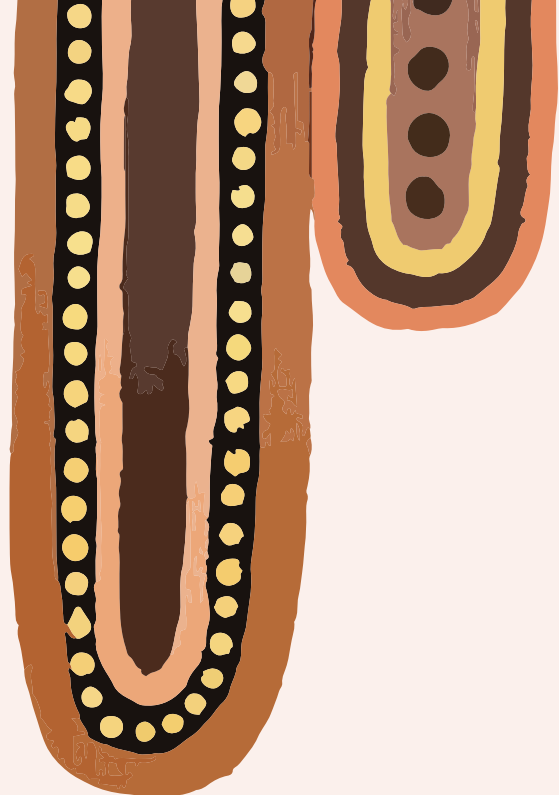
# CUSTOMER REVIEWS

After many horrible experiences at another practice my sister put me onto Kalwun, absolutely amazing team. And always feel welcome and they have gone above and beyond. If I could give them all the stars in the sky I would. Because they are all worth it.

My work team and I had an amazing morning on our learning experience with the Jellurgal team. The headland is such a special place to us and this only enhanced our love for the area. We saw a huge fever of stingrays on our walk which was so cool. The team there welcomed us with opened arms and we all learnt something we never would've known without going. So thank you guys for the awesome experience. Recommend more work teams visit there together to become closer to country.

We attended a children's educational experience here and had such an amazing day. The staff are highly knowledgeable and welcomed all our kids' questions. The program they ran for us was excellently designed for kids - in that it was filled with information in a way that was engaging and interactive. We are so glad we visited!

My daughter and I attended the Deadly Choices invitation to attend. I highly recommend visitors, even locals go and check it out. The crew were awesome, and have amazing local knowledge. Grab an authentic souvenir on your way out too. Support local and learn about our Kombumerri ancestors and Yugembeh languages.



# 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 Corporate Support Services, Health and Wellbeing Services, Seniors Services, Child, Youth and Family Services and Jellurgal Aboriginal Cultural Centre.

# HIGHLIGHTS

## CORPORATE SUPPORT SERVICES

**\$58.8M** worth of assets

**173** staff employed (as at 30 June 2023)

**\$22.16M** annual revenue in 2022/2023

**49** properties supporting over 140 people through Kalwun Housing

## SENIORS SERVICES

**439** clients receiving aged care support (includes 128 Aboriginal and Torres Strait Islander clients)

**81** clients using us for their Home Care Packages

**11,750** high quality fresh meals delivered during 2022/2023

## HEALTH AND WELLBEING SERVICES

**2,924** Aboriginal and Torres Strait Islander health checks completed

**59,892** client contacts with clinical staff

**896** clients seen by the Dental team

**102** Deadly Choices programs delivered in local primary and secondary schools

## JELLURGAL ABORIGINAL CULTURAL CENTRE

**309** external cultural experiences

**285** Jellurgal Jarjums Early Learning Cultural Program sessions

**138** Jellurgal Little Explorers workshop bookings

**4,850** visitors from schools

## CHILD, YOUTH AND FAMILY SERVICES

**42** jarjums enrolled in our Early Learning Program with a further 28 on a waitlist

**41** individuals assisted by our Domestic and Family Violence Program

**164** young people assisted by our Youth Wellbeing Program

**55** carer households and 79 children supported through our Foster and Kinship Care Program

**101** families assisted by our Family Wellbeing Service

**50** Families supported through our Family Participation Program



# CORPORATE SUPPORT SERVICES

## ABOUT KALWUN CORPORATE SUPPORT SERVICES

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

## SERVICES PROVIDED:

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



# CORPORATE SUPPORT SERVICES LEADER WINS EMPLOYEE OF THE YEAR AWARD

The 2022/2023 Kalwun Employee of the Year award was presented to Dennis Bothma, Chief Financial Officer and General Manager – Seniors Services for his leadership, understanding and dedication.

Every day, Dennis is a reminder to the entire Kalwun staff that behind every statistic, every program, every dollar, and every success story, there is someone who tirelessly works to make a difference. He is an unsung hero, a quiet leader, and a compassionate soul who makes the organisation a better place.

Year after year, Dennis demonstrates renewed dedication, unwavering compassion, and a shared commitment to making a positive impact on the lives we touch. He has become part of the heart and soul of the organisation – not ever scared to take on a challenge and has been a critical part of our growth over the past six years in the areas of Corporate Support and Seniors Services.

Dennis has bravely taken on a range of portfolios across Kalwun, resulting in a legacy of care, understanding, and support that will resonate for many years.



Kalwun CEO, Kieran Chilcott, and Chairperson, William Oui, present Dennis Bothma with the 2023 Kalwun Employee of the Year award.

Dennis is a man of conviction, follow-through and unassuming assertiveness and is kind, fair, committed to culture and all heart.

Thank you, Dennis, for the legacy you are creating and the impact you will continue to have.

# NEW INDUCTION PROGRAM

## EDUCATING AND EMPOWERING KALWUN STAFF

A new, progressive and in-depth staff induction program has been developed this year to foster company-wide awareness, education and collaboration.

The appointment of Ms Jayne Sexton to the role of Executive Lead - Cultural Integrity saw an opportunity for the creation of this program to be fast-tracked with the aim to roll out from July 2023.

Jayne has worked across multiple business units at Kalwun and has fostered strong relationships across staff members, making her an ideal choice for leading engagement across the workforce.

Embedding an industry leading staff training and induction program with a focus on staff education, familiarisation, and engagement is a key deliverable of Kalwun's *Towards 2025* Strategic Plan and the program will work towards a better understanding of the entire Kalwun organisation as a whole.

We look forward to assessing the outcomes from the roll out of the new staff induction program and embracing the progress and change it may bring to business unit cross promotion and collaboration.



# HEALTH AND WELLBEING SERVICES

## ABOUT KALWUN HEALTH AND WELLBEING 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 health clinics.

Located in Coomera, Miami, and Bilinga, Kalwun's health clinics 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 ACHIEVEMENTS IN 2022/2023

### HEALTH CARE FOR OUR MOB

- Completed 2,924 Aboriginal and Torres Strait Islander health checks.
- 102 Deadly Choices programs delivered in local primary and secondary schools
- 62 babies born within Kalwun mums and bubs program where Kalwun's midwife delivered antenatal care and ongoing infant care.

- 328 clients have received a service from the Social and Emotional Wellbeing team
- 896 clients seen by the dental team
- 59,892 client contacts with clinical staff
- 5,454 active clients with 84% identifying as Aboriginal or Torres Strait Islander



# JELLURGAL AND DEADLY CHOICES TEAM COMBINE

## FOR A DAY OF CULTURE AND COOKING FOR COMMUNITY

During the school holidays, Jellurgal and Kalwun's Deadly Choices team worked together to provide a free cultural experience and cooking demonstration for community.

Families and children were invited to join the Deadly Choices (DC) team for a guided cultural tour around Jellurgal and finished with a Good Quick Tukka session on the balcony. The DC team's Good Quick Tukka program demonstrates some simple healthy meals that can be whipped up in a matter of minutes. Guests to the event were treated to a lunch of Mexican chicken and salad wraps.

The event was enjoyed by the families who attended and Jellurgal received a fantastic Google review from a participant.

*"My daughter and I attended the Deadly Choices invitation to attend. I highly recommend visitors, even locals go and check it out. The crew were awesome, and have amazing local knowledge."*

*Grab an authentic souvenir on your way out too. Support local and learn about our Kombumerri ancestors and Yugambeh languages."*

To find out more about Jellurgal Aboriginal Cultural Centre, visit [www.jellurgal.com.au](http://www.jellurgal.com.au) or check out our Facebook and Instagram pages.

For more about our Deadly Choices program, visit [www.kalwun.com.au/deadlychoices](http://www.kalwun.com.au/deadlychoices)

# NGULLI SOCIAL GROUP OF KALWUN ELDERS

## EXPLORING QUANDAMOOKA COUNTRY

At the beginning of December, the Ngulli Social Group of Kalwun Elders took an end of year trip to Minjerribah (North Stradbroke Island) for a cultural exploration and immersion of Quandamooka Country.

Three Kalwun staff and 13 Elders caught the barge from Cleveland to Minjerribah and stayed at accommodation at Dunwich, a small town located on the western side of the island.

The group visited Point Lookout, Amity Point and Brown Lake, a naturally perched lake of pure rainwater that is tinged brown by the native tea trees.

There were plenty of smiles and laughter going around and the group thanked the Kalwun team for their end of year adventure.

"They treated us like kings and queens. Couldn't have treated us better, they were honestly marvellous." said one group member.

For more information on the Ngulli Social Group, contact (07) 5526 1112.





# SENIORS SERVICES

## ABOUT KALWUN SENIORS SERVICES

Kalwun Seniors Services is designed to support older people 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.

*My Aged Care* determines eligibility for services.

## SERVICES PROVIDED:

- Domestic assistance – includes household tasks such as cleaning, sweeping, mopping and vacuuming.
- Social support – getting out into the community to maintain social connections, shopping, having a chat or attending activities of interest.
- Garden maintenance – includes maintaining lawns and care of the garden.
- Transport – provides support to access medical, therapy and hospital appointments.
- Allied health – wellness and activities supporting self care such as massage, podiatry, mindfulness and exercise.
- Personal care – supports grooming, showering and hair care.
- Meal preparation and delivery – includes meals provided either at the Wellness Centre or delivered to the home, including shopping and preparation.
- The Kalwun Wellness Centre – a five-day-a-week day respite centre.

# COMMUNITY CARE AND DEADLY CHOICES

## CREATING GOOD QUICK TUKKA FOR THE WELLNESS CENTRE

The Wellness Centre team at Community Care were excited to have the Deadly Choices team working alongside them as they shared their knowledge of the Good Quick Tukka cooking program.

The Good Quick Tukka program teaches Aboriginal and Torres Strait Islander peoples basic cooking skills and encourages them to pass these skills on to others. It also allows participants to explore cooking techniques and different foods, and is a great social opportunity. As a result, the program hopes to increase the number of meals being prepared at home among Aboriginal and Torres Strait Islander people.



All of the Good Quick Tukka recipes can be cooked within 30 minutes, are budget friendly, healthy, and include fruits or vegetables.

This collaboration helped the Seniors Services Wellness Centre kitchen to redesign the daily menu on offer and they continue to facilitate programs and yarns with community.

Our team efforts all help in creating better outcomes for our clients.



# A WALKWAY MAKEOVER:

## TRANSFORMING BONOGIN'S WELLNESS CENTRE

A remarkable transformation has taken place at Bonogin's wellness centre, thanks to the dedicated efforts of the community. In January 2023, a significant section of the bitumen was resurfaced, marking a pivotal moment in improving the overall accessibility and stability of the walking track. Not only was the bitumen resurfaced, but the walking tracks themselves were extended and enhanced. Previously, the tracks were mainly gravel and not as extensive. This rejuvenation project breathed new life into a space cherished by the Kalwun clients at Bonogin.

The primary objective behind the project was to enhance accessibility and safety for seniors visiting the Wellness Centre. With a growing senior community, it was imperative to create an environment that prioritized their wellbeing, ensuring they could enjoy the facilities.

The newly improved pathways not only make the Wellness Centre more accessible for seniors but also offer them a safer and more stable environment. Now, they can stroll along the tracks with confidence, take in the serene surroundings, and engage in various activities.

The extended tracks provide additional opportunities for outdoor exercise, social interaction, and leisurely walks, promoting physical and mental wellbeing.

The transformation of these walkways underscores the power of community involvement and the positive impact it can have on the lives of those it serves. It's a shining example of what can be achieved when a community comes together to support its seniors and create an inclusive, safe, and enjoyable space for all. The enhanced Wellness Centre now stands as a symbol of how small actions can bring about meaningful change in the lives of many. It's a testament to the caring spirit of the Bonogin community and a gift that will keep giving for years to come.





# CHILD, YOUTH AND FAMILY SERVICES

## ABOUT KALWUN CHILD, YOUTH AND FAMILY SERVICES

Kalwun Child, Youth and Family Services is the central hub for delivering the Family Participation Program, a family wellbeing service, foster and kinship care and Indigenous education programs on the Gold Coast.

### SERVICES PROVIDED:

- Family Participation Program (FPP) – supports the primary principle that Aboriginal and Torres Strait Islander people have the right to self-determination and the right to quality services.
- Family and Youth Wellbeing Services – supports Aboriginal and Torres Strait Islander families with children and young people under the age of 18 years.
- Domestic and Family Violence Support Program – supports and empowers families escaping and recovering from violence and abuse.
- Early Learning Program (ELP) – a school readiness program for Aboriginal and Torres Strait Islander children aged 3 to 5 years, based on the Early Learning Framework.
- Kinship and Foster 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.
- 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 ACHIEVEMENTS IN 2022/2023

- 42 Jarjums enrolled across our three Early Learning Program sites at Burleigh, Currumbin and Coomera with 28 Jarjums on our waitlist
- 41 individuals assisted through our Domestic and Family Violence Program
- 101 families supported through our Family Wellbeing Program
- 164 young people assisted by our Youth Wellbeing team
- 55 carer households and 79 children supported by our Foster and Kinship Care team
- 50 Families supported through our Family Participation Program

# RISING FROM ADVERSITY

## A MOTHER'S COURAGE TO REBUILD HER FAMILY

Kalwun's Family Participation Program (FPP) team received a self-referral from a mother whose family had been significantly involved with Child Safety and suffered intergenerational trauma due to children being removed from their family. The mother had a child removed previously and this child was on long-term orders.

The mother had been a victim of serious domestic and family violence, which resulted in drug misuse and emotional wellbeing issues. She was due to have another baby and was in another region with Child Safety, so contacted Kalwun's FPP team and advised that she was coming back to the Gold Coast. As she knew that Child Safety would have involvement, she felt safe with Kalwun being involved.

The mother advised that she was no longer using drugs and had sought support for her mental health issues. She also advised that the father of the baby was not the person

who had physically and emotionally abused her. Kalwun's FPP team advised Child Safety that we had received a self-referral and the mother and family wanted us to be present when they had discussions with them.

Kalwun's FPP team worked together with the mother and family and developed a safety plan for the baby whereby family and Kalwun's Family and Youth Wellbeing Services team would support the mother and child. FPP provided the plan developed with the family and supports to the children's court and the magistrate granted custody back to the parents.

The mother and father now have the child still in their care and are engaged with Kalwun services to support them.

The mother has advised that she would now like the support of FPP to develop a plan to revoke the long-term order on her other child.

# LEARNING ABOUT WILDLIFE

## OUR AUSTRALIAN ANIMAL THEME

Part of the Kalwun Early Learning Program (ELP) learning adventure revolves around the captivating world of Australian Animals. This theme beautifully aligns with all five key outcomes outlined in "The Early Years Learning Framework." Moreover, it encompasses a rich cultural component by immersing our young learners in the exploration of animal names in Indigenous language.

Throughout the term, children were taken on a journey through the intriguing realm of Australian fauna. They discovered the marvellous world of kangaroos, wombats, echidnas, and many other native species.

Our approach extended beyond merely learning about the animals themselves, the children were encouraged to delve into their habitats, exploring where these fascinating creatures reside and understanding their unique characteristics.

This exploration was not confined to textbooks or lectures. Rather, it was brought to life through a series of engaging and interactive activities, all play-based. These included games, art and craft, storytime, and outdoor play, each carefully designed to stimulate young minds and make learning a joyful experience. Our ultimate goal was not just to expand their knowledge but also to foster a deeper

connection to the land they call home, thereby nurturing their confidence as enthusiastic learners.

As a grand culmination to our Australian Animal theme, our students from Burleigh and Currumbin embarked on an educational excursion to the renowned David Fleay Wildlife Park. Meanwhile, Coomera students had their own adventure at Paradise Country. These excursions were meticulously planned to extend and complement the children's knowledge of Australian animals by providing real-life learning experiences.

During these outings, our young explorers had the privilege of observing Koalas (Borobi), emus (Murun), dingoes, and wallabies (Wongari) in their natural habitats. These firsthand encounters left a lasting impression, deepening their understanding of the animal kingdom.

Our excursion week was made all the more fantastic thanks to the involvement of numerous parent helpers and volunteers. Their active participation not only enriched the children's learning experiences but also fulfilled an essential requirement for our funding. We are incredibly grateful for the support of our parents and the sense of community they bring to our educational journey.





# 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 Yugambeh speaking people of this area.

## SERVICES PROVIDED:

- Visitor centre
- Guided tours
- Aboriginal dance performances
- Aboriginal art exhibit
- Gift shop
- 'Jellurgal Jarjums' educational program for early learning centres

## KEY ACHIEVEMENTS IN 2022/2023

- The Jellurgal team conducted 285 Jarjums sessions, with up to 20 early learning aged children in each, in 2022/2023. This was a 295% increase on the previous year as early learning centres return to externally based learning programs to enrich their student's play-based learning.
- 249 Welcome to Country Ceremonies were performed across the Gold Coast during the 2022/2023 year, an increase of 266% on the previous year as we see the re-emergence of corporate conferences and community events.
- Jellurgal hosted 4,850 school children, teachers and guardians on Local School Tours in 2022/2023.
- 53 people joined us for a Jellurgal Journey Tour in 2022/2023. As this is a predominantly International-aimed tour, this number was a significant milestone after not being able to deliver this tour in the previous year. We are looking forward to these numbers continuing to improve as the international tourism landscape recovers from the Covid-19 pandemic.

# ABORIGINAL FLAG SHIRTS A SELL OUT

Before the Christmas rush in December 2022, the Jellurgal team ventured into the world of clothes and fashion with the launch of their customised Aboriginal flag shirts.

Since the success of the 'Free the Flag' campaign (The Aboriginal flag is now freely available for public use, after its designer agreed to transfer copyright to the Commonwealth following long negotiations) in early 2022, Jellurgal wanted to become a supplier for Aboriginal flag clothing.

They received many requests for T-shirts and researched other similar offerings available in Australia. The Jellurgal team found that many similar shirts were poor quality and the print did not last and wanted to offer a high-quality solution.

Environmental sustainability is at the heart of First Nations culture, and Jellurgal endeavoured to source an environmentally conscious clothing supplier. The new Aboriginal flag shirts use 100% organic cotton, produced through The Better Cotton Initiative, existing to make global cotton production better for the people who produce it, for the environment and for cotton communities.

The original order of Aboriginal flag T-shirts sold out completely in less than two months and a new, larger order was arranged to be available in time for NAIDOC Week 2023.

# JELLURGAL'S NEW LOOK, BOTH INSIDE AND OUT

In July 2022, Jellurgal Aboriginal Cultural Centre was refreshed and reinvigorated with enhancements to the external appearance of the building and internal layout in order to improve street appeal and visitation.

A customer and stakeholder/partner feedback process conducted earlier in the year determined barriers to Jellurgal reaching their target audience. One strong determinant was the lack of "street appeal" and recognition to passing motorists and pedestrians. Jellurgal's building colour was originally chosen as it mimics the 'vast blue haze of a distant mountain range' and blended into the trees. This meant the building was not easily spotted from the road.

The existing pylon signage was also old and outdated from the centre's opening in 2012 and no longer reflected Jellurgal's brand. Common comments from the public were they "weren't sure what Jellurgal was" and "weren't sure if we were open" due to the dark building exterior and lack of engaging elements on the front deck.

To combat these issues, significant improvements were made including:

- painting the entire exterior of the building to contrast with the surrounding foliage
- adding a raised bench seating area, new tables and chairs on the front deck to encourage visitation
- updating the pylon signage at the front of the centre
- reconfiguring the centre artwork and merchandising displays to include breakout spaces.

In making these building updates, Jellurgal stayed true to its cultural foundations by:

- implementing a paint colour scheme that mimics the white ochre found on the mountain
- sourcing timber furnishings to compliment the natural surroundings

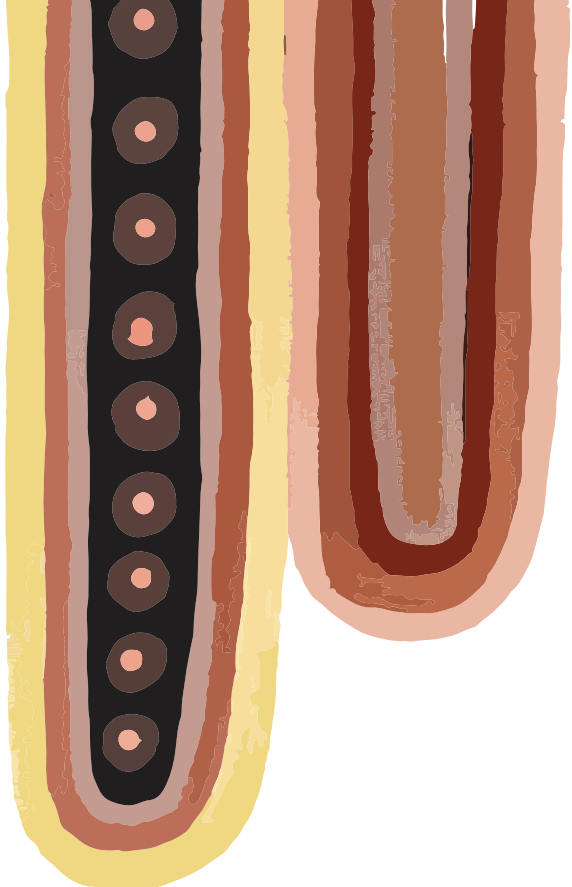


- using elements from Jellurgal's main branding for the pylon signage that originally came from a local artist that depicts the story of Jellurgal
- prioritising local artwork/products in the reconfiguration of the centre layout.

In 2022/2023, Jellurgal's artwork sales were up 57% on the previous year and gift shop sales were up a massive 310% on the previous year. These improvements can be attributed to the recovery from the Covid-19 pandemic but the pure increase in volume must also be credited to the hard work done in improving visibility and the customer experience with changes to the interior and exterior of Jellurgal.

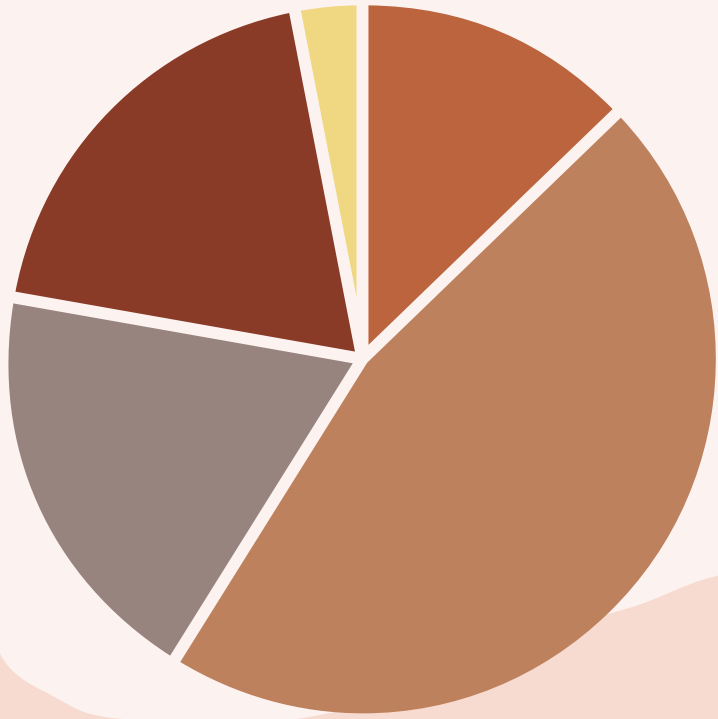






# OUR FINANCES

This finance section of the report outlines our financial position from 2022/2023.

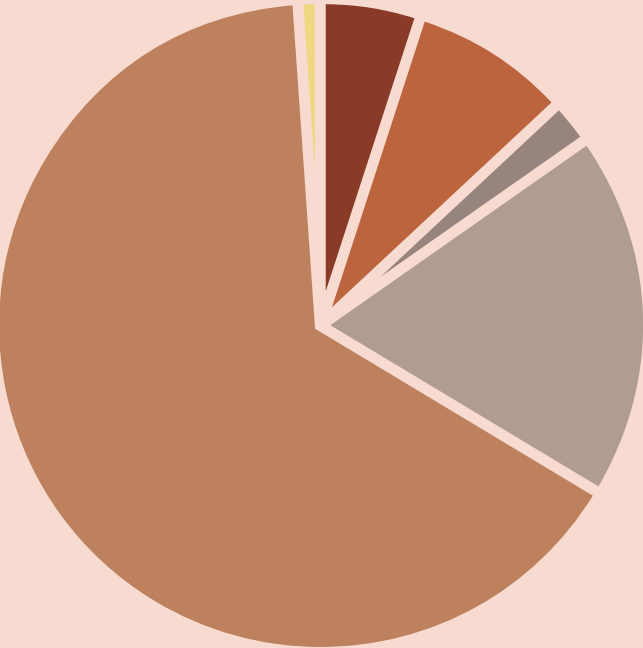


### HOW OUR FUNDS ARE DIVIDED:

Jellural	3%
Housing + other	13%
Child and Family Support	19%
Aged Care	19%
Health	46%

### WHERE OUR FUNDS ARE SPENT:

Depreciation Expenses	1%
Committed Grant Funds	2%
Motor Vehicle Expenses	2%
Property	5%
Program/Direct Expenses	8%
General	18%
Employee Expenses	64%



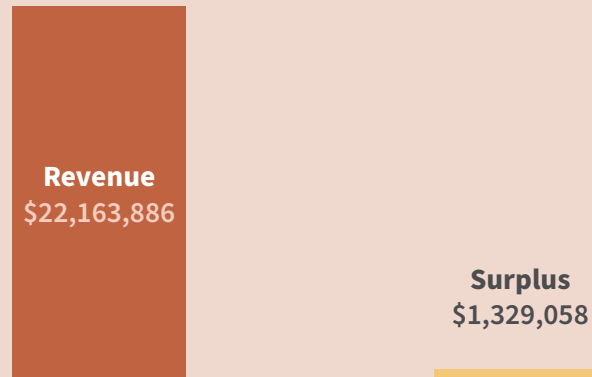
### WHERE OUR FUNDS COME FROM:

National Indigenous Australians Agency	2%
Gold Coast Primary Health Network	4%
Department of Children, Youth Justice, Multicultural Affairs	17%
Institute of Urban Indigenous Health	20%
Commonwealth Department of Health and Aged Care	28%
Self Generated Income and Other	30%

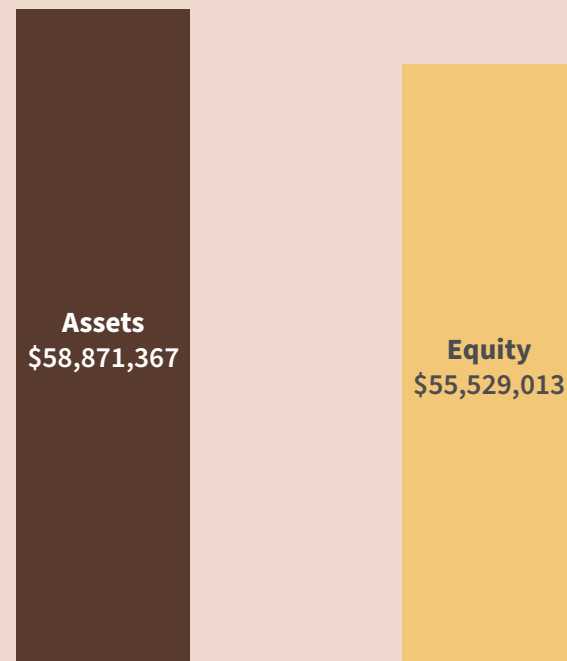


# OUR FINANCIAL POSITION

## OUR FINANCIAL PERFORMANCE



## OUR FINANCIAL POSITION



Liabilities  
\$3,342,354

## CONTACT US

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For the most up-to-date information on Kalwun and our services or for a digital download of this report, please visit [www.kalwun.com.au](http://www.kalwun.com.au)

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### ABOUT THE ARTWORK

The artist behind this creation, a young man in the Brisbane Youth Detention Centre, discovered his artistic prowess amidst challenging circumstances. Despite the constraints of his environment, his newfound talent emerged as a powerful form of self-expression. This piece serves as a testament to the transformative nature of art, providing a glimpse into the resilience and creativity that can flourish even in the most unexpected places.





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