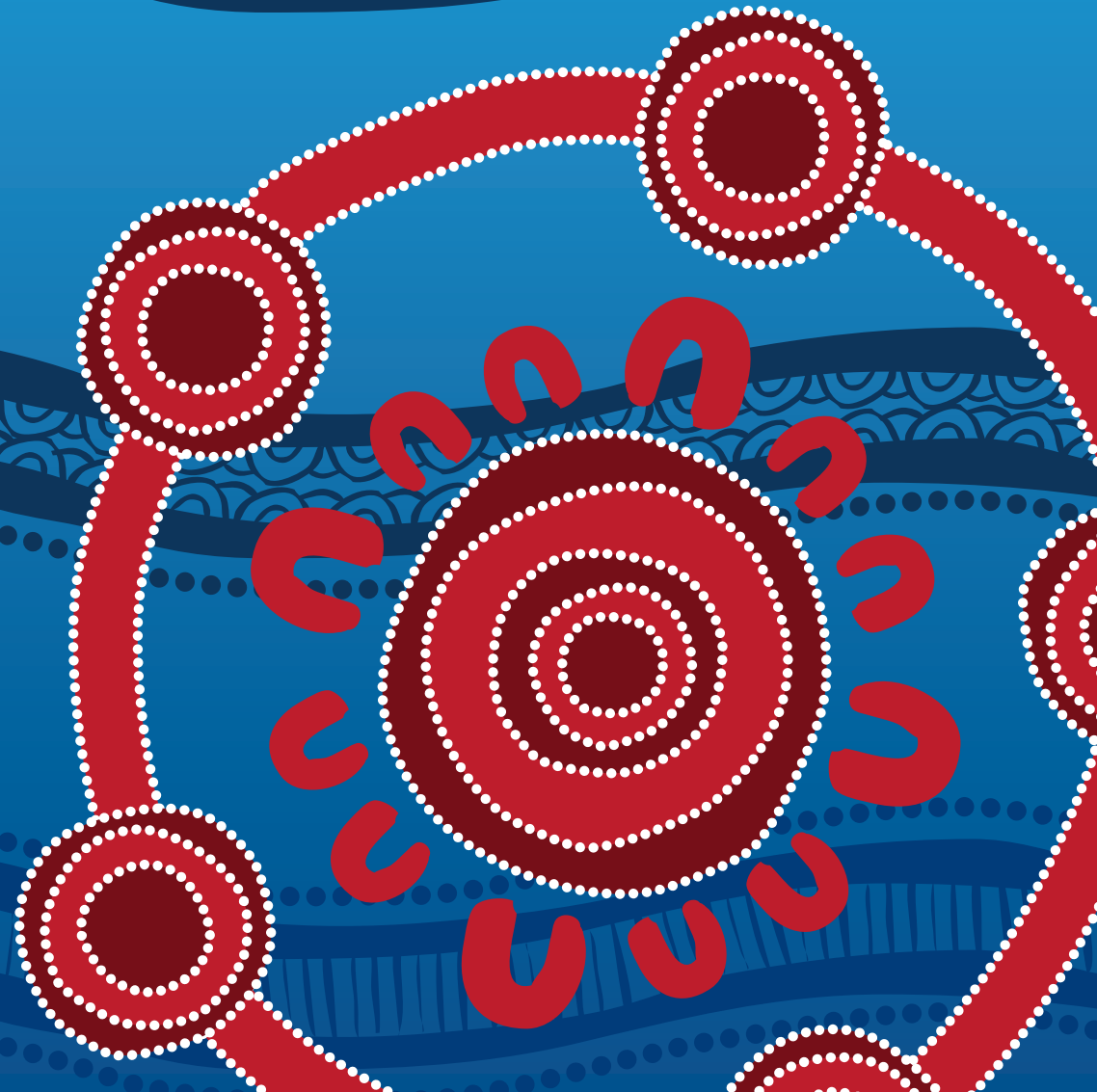




KALWUN DEVELOPMENT CORPORATION  
**STRATEGIC PLAN**  
TOWARDS 2025



# FOREWORD

**It is with a shared sense of pride and privilege, on behalf of our Board, Executive Leadership Team and staff, that we collectively present our 2025 Strategic Plan – Towards 2025, our roadmap for success over the next four years.**

Kalwun Development Corporation Limited (Kalwun) is an Aboriginal community-controlled organisation providing comprehensive primary health care, human services and community care for Aboriginal and Torres Strait Islander people, families and communities across South-East Queensland. Kalwun also owns and manages Jellurgal Aboriginal Cultural Centre, which fulfills our moral responsibility to preserve, promote and share Aboriginal culture.

We have come a long way since our formative years in the 1980's as a Housing Cooperative and our establishment in 1994 as Kalwun Development Corporation Limited. Recently, Kalwun has experienced a dynamic period of growth, change and renewal as we have continued to evolve our business model to support our clients and community throughout a most challenging period during the COVID-19 pandemic.

Kalwun now employs more than 170 team members over nine sites across the Gold Coast and, as this plan highlights, the breadth and composition of our services are both comprehensive and diverse. Since our last Strategic Plan was unveiled in 2016, our organisational resources, clientele and funding sources have grown considerably as we strive to fulfil our vision that *"our people live long, healthy, prosperous and happy lives"*. It is this vision that drives us to do what we do as a team not only a daily basis, but through a big picture, strategic lens.

We continue to refine and build on the strengths of core programs while improving our quality of services and aim to be agile across our business units to respond to both the existing and emerging needs of our community.

This 2025 Strategic Plan commits the organisation to four strategic priorities that seek to ensure that Kalwun continues to strengthen our foundations through transparent and accountable management and governance practices.



Our unwavering commitment to service and quality is at the forefront of this plan and an emphasis on continual quality improvement is at the core of our ambitions across our organisation. We are committed to empowering our people to ensure we are not only creating a professional and resilient workforce, but fostering future leaders for our community.

Central to this plan is our commitment to partnerships, an area where we have made significant leaps forward over recent years. Our focus on engaging our community and stakeholders will ensure we genuinely engage in two-way dialogue and have the mandate to advocate on behalf of our people. It is fitting that the development of this strategic plan incorporates the views of our community, stakeholders, Board and entire team. The plan has been shaped in the interests of the people and communities we serve, the staff, members, volunteers and funders whose passion and commitment make our work possible.

We respectfully acknowledge the Traditional Custodians of the land we work on, the Kombumerri People and Yugambah language speaking peoples, and pay our respects to Elders past, present and emerging and thank the entire community for their ongoing support.

This is another exciting chapter in our journey at Kalwun and we look forward to working with you to realise our strategic ambitions towards 2025.

Yours sincerely,

**Mr William Oui**  
Chairperson

**Mr Kieran Chilcott**  
Chief Executive Officer

# OUR VISION

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

# OUR MISSION

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

Kalwun Development Corporation Ltd provide innovative and progressive services within a holistic framework.

We aim 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 are committed to ensuring that our team and community remains strong in our cultural heritage and that the whole community has a level of awareness, respect and an appreciation of the Aboriginal and Torres Strait Islander culture and 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

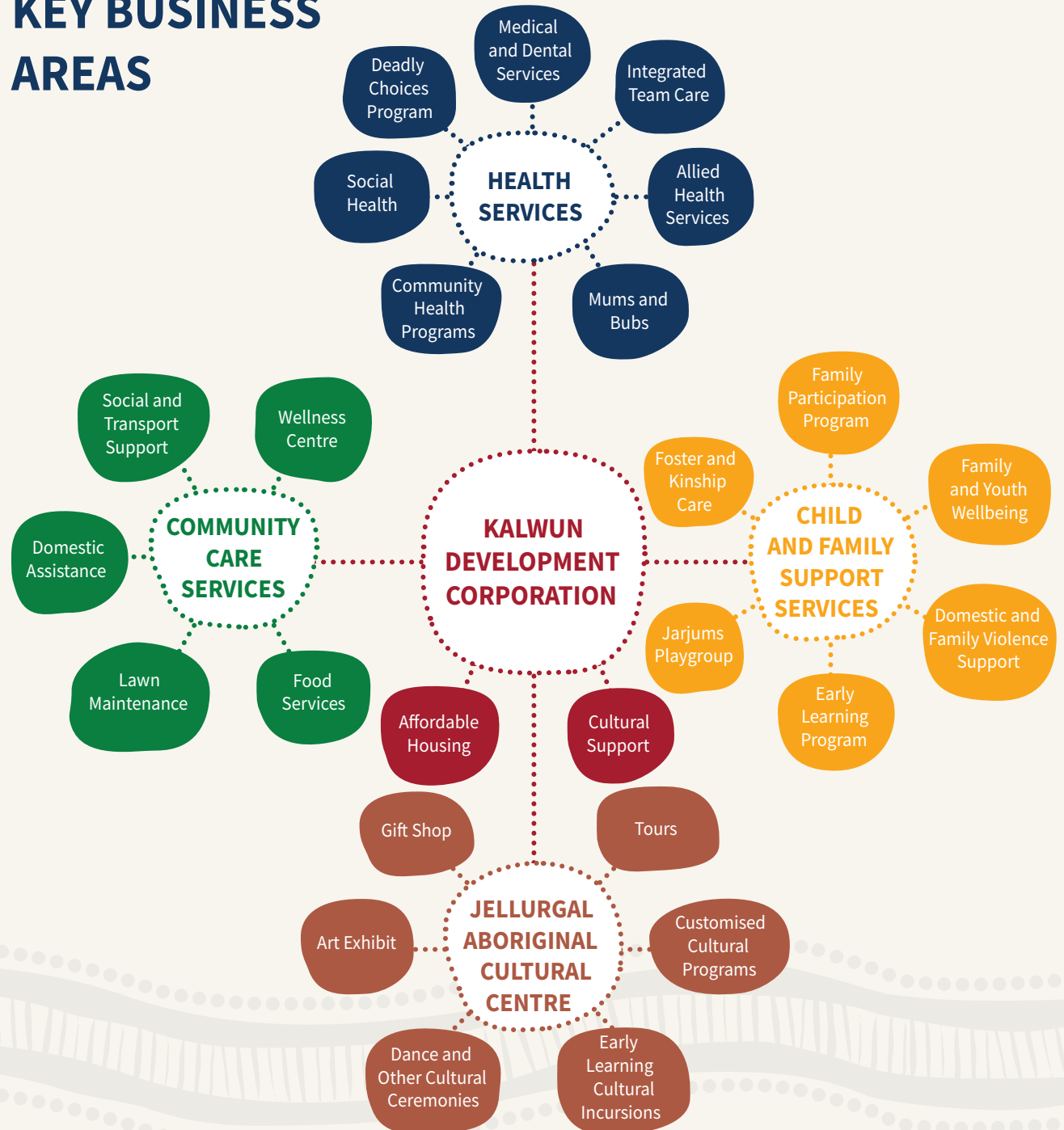
We are committed to excellence and providing high quality services in a client focussed, professional manner.



## 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.

# KEY BUSINESS AREAS



# 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 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 3 EMPOWER OUR PEOPLE

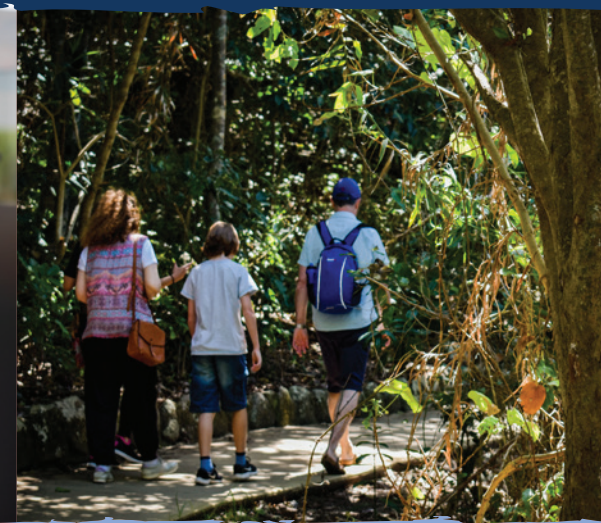
- Build a positive, progressive and consistent company-wide culture
- **Embed an industry leading staff training and induction program with a focus of staff education, familiarisation, and engagement**
- **Implement initiatives which commit to and foster organisation-wide collaboration and awareness**
- **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 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



# FROM OUR COMMUNITY



“ It was great to have a culturally-friendly environment to come to... with people who understood our cultural practice, and not only accepted it, but promoted it in a positive way. ”

*Renee, client of Kalwun Early Learning Program*

“ Love Kalwun, they turned my life around for the better. I love the staff at respite and also being able to do my artwork and go out. ”

*Robert, client of Kalwun Community Care Services*

“ I’ve been in every capital city in Australia and Kalwun, without a doubt in my mind, is the best centre I’ve ever been to. Everybody treats you with a smile and respect... I wouldn’t go anywhere else to see a doctor. ”

*Uncle Lance, client of Kalwun Health Services*

“ Can’t recommend this tour enough, as a local it was so wonderful to learn about the history and Dreamtime stories of this area, it’s given me even more appreciation of the Indigenous culture and the education they provide for our community. Thanks so much for making us feel so included and welcome. ”

*Hollie, visitor to Jellurgal Aboriginal Cultural Centre*

# OUR LOCATIONS

## HEAD OFFICE

Level 1, 14 Cassia Drive, Varsity Lakes QLD

Phone (07) 5578 3434

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

## COOMERA INTEGRATED HEALTH AND WELLBEING HUB

7 Jowett Street, Coomera QLD

Phone (07) 5514 7100

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

## MIAMI HEALTH CLINIC

2020 Gold Coast Highway, Miami QLD

Phone (07) 5526 1112

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

## BILINGA HEALTH CLINIC

Airport Central – 1 Eastern Avenue, Bilinga QLD

Phone (07) 5589 6500

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

## NERANG COVID-19 RESPIRATORY CLINIC

14 Nerang Street, Nerang QLD

Phone (07) 5647 3477

- COVID-19 testing and vaccinations

## COMMUNITY CARE

118 Bonogin Road, Bonogin QLD

Phone (07) 5522 9197

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

## CHILD AND FAMILY SUPPORT – SOUTH

14 Kortum Drive, Burleigh Heads QLD

Phone (07) 5520 8600

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

## CHILD AND FAMILY SUPPORT – NORTH

9 Jowett Street, Coomera QLD

Phone (07) 5676 6477

- Family Wellbeing
- Playgroup and parenting programs

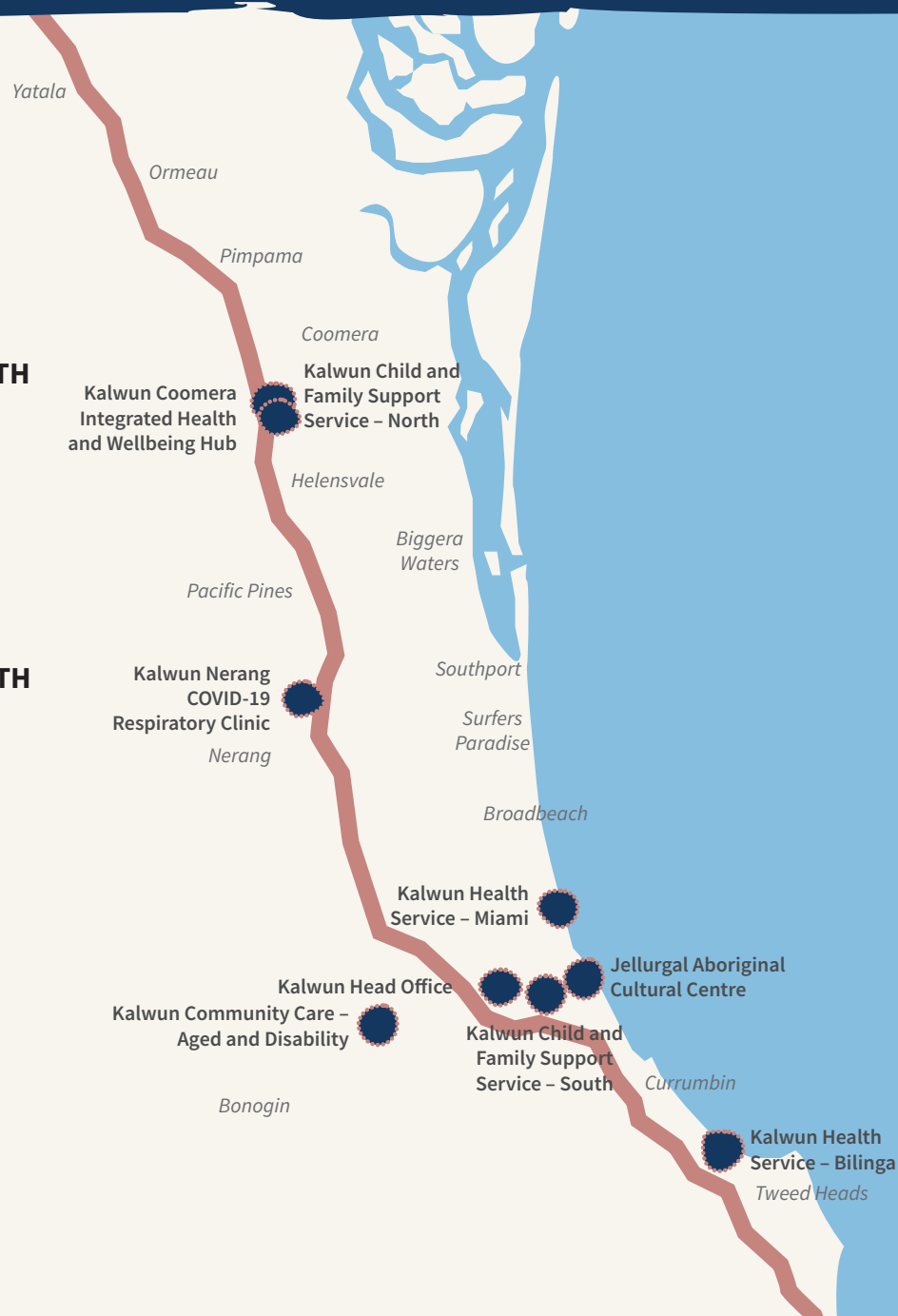
## JELLURGAL ABORIGINAL CULTURAL CENTRE

1711 Gold Coast Highway, Burleigh Heads QLD

Phone (07) 5525 5955

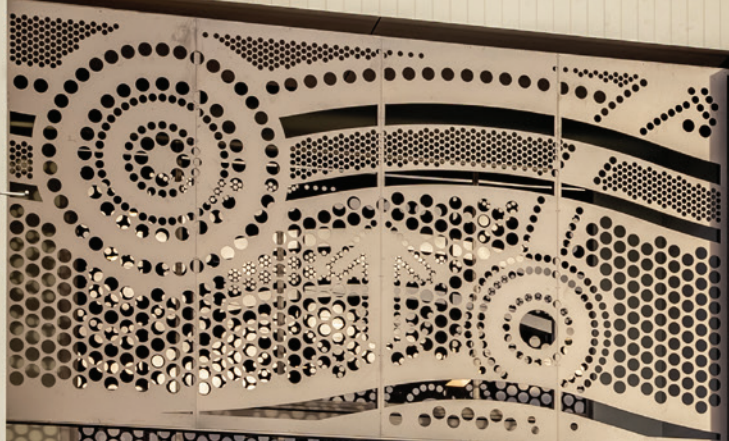
[www.jellurgal.com.au](http://www.jellurgal.com.au)

- Guided cultural walks
- Customised cultural programs
- Aboriginal dance performances
- Art exhibit and gift shop
- Venue hire
- Early Learning Cultural Incursions





The Kalwun Coomera Integrated Health and Wellbeing Hub is a significant project that was completed as part of the Kalwun 2017-2020 Strategic Plan.



**INTEGRATED  
HEALTH &  
WELLBEING HUB**



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