



wunan®
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Wunan Foundation

Strategic Plan

2025-30



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1. Document *Purpose*

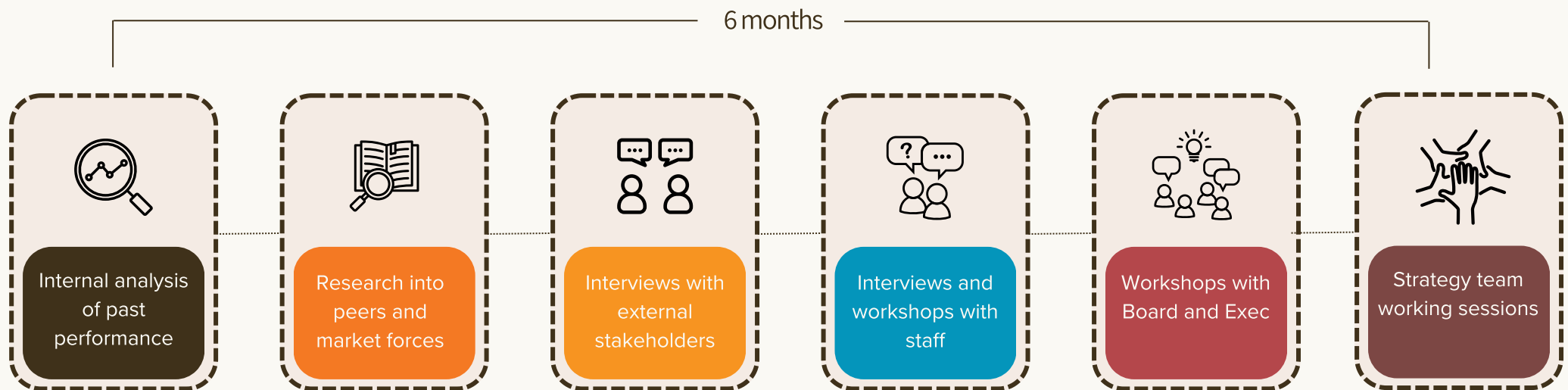
The purpose of the Wunan Strategic Plan document is to set the strategic direction for the organisation over the next 5 years. It outlines our vision, mission and values and provides a comprehensive roadmap for achieving Wunan's goals. The plan aims to:

1. **Guide our efforts** in improving the social and economic well-being of Aboriginal people in the East Kimberley region.
2. **Define clear goals and strategies** for social reform, consolidating social services, leveraging enterprises and preparing for future growth.
3. **Identify key areas of focus** that we must deliver to sustain Wunan as a strong organisation, including workforce development, property management and cultural tourism.
4. **Address both internal strengths / weaknesses and external opportunities / threats** to ensure the organisation can effectively respond to the complex challenges it faces.
5. **Provide a framework for monitoring and evaluating progress** through performance indicators and compliance with strategic and risk management plans.

This document is intended to be a tool for Wunan's leadership, staff and stakeholders to align their efforts and resources towards the organisation's long-term vision and objectives

2.1 Strategy Development Process

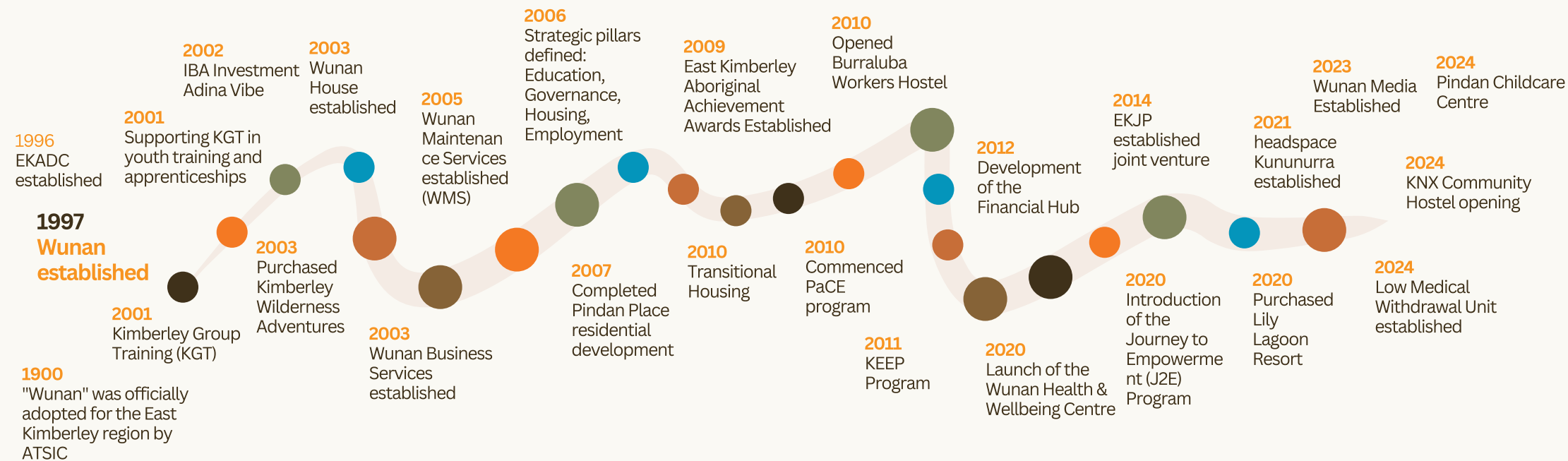
The Foundation's Strategic Plan was developed through a collaborative process over 6 months involving workshops and consultations with the Board members and the CEO. This process included:



This collaborative and thorough approach ensured that the strategic plan was well-rounded, addressing both the immediate and long-term needs of the organisation and the community it serves.

Wunan Foundation: *Our Journey*

To move forward we must understand our past. An overview of the journey is outlined below which sets the stage for this strategic plan.

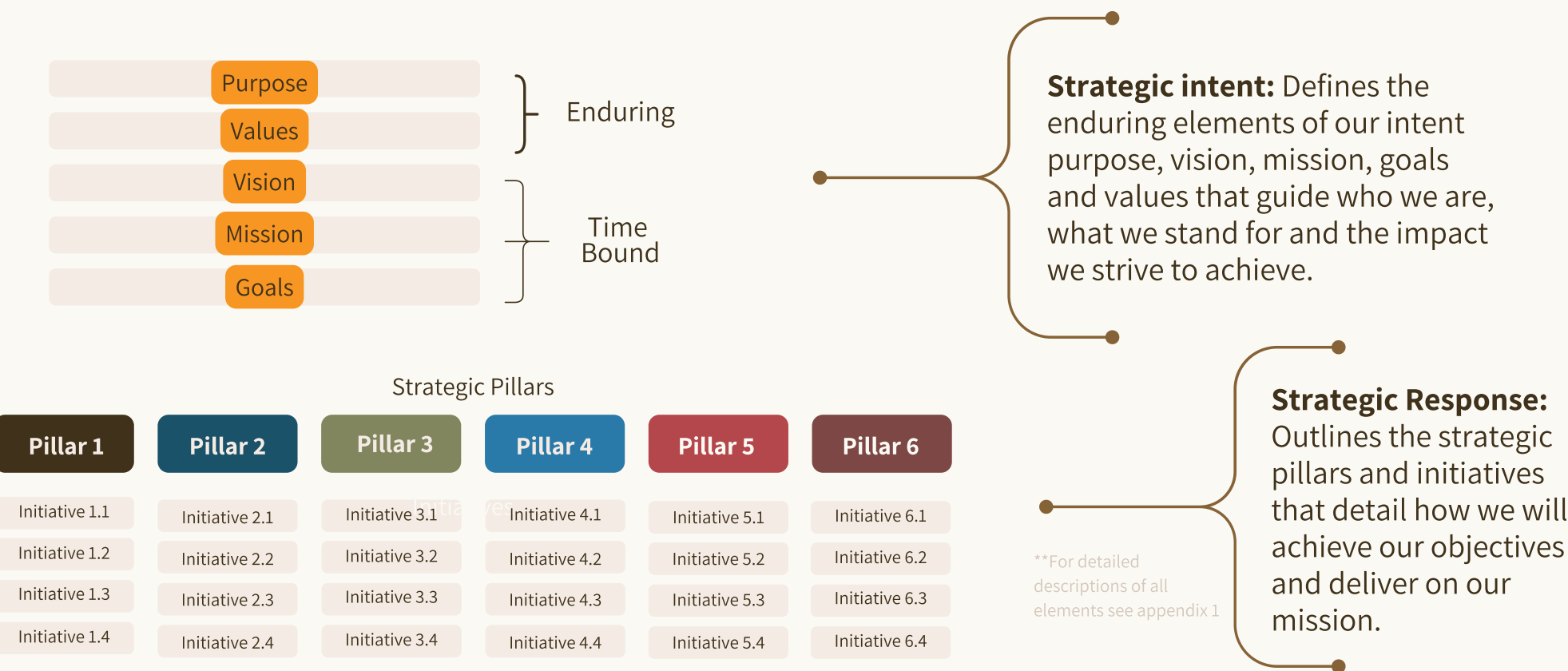


0 — From 1997 to 2024, Wunan has grown steadily from 0 to 172 employees, reflecting consistent organisational expansion over the 27-year period. — 172

These milestones and the growth in employees reflect Wunan's ongoing commitment to improving the social and economic conditions of Aboriginal people in the East Kimberley region through innovative programs and strategic partnerships.

2.4 Strategy Architecture Summary

The adopted structure of the strategy is separated into the strategic intent, which provides clarity on who we are, what we stand for and the impact we strive for and the strategic response, which outlines how we will deliver. The structure of the strategy is summarised below.



Wunan Strategic Plan On A Page

The plan on a page provides a summary of the strategy.
Each element is discussed in greater detail throughout the rest of this pack.

Our Purpose: To ensure East Kimberley Aboriginal people have the agency, aspiration and opportunity to make choices that lead to independent and fulfilling lives.

Our Vision: We will empower Aboriginal people by creating sustainable opportunities and achieving measurable progress on Closing the Gap targets in the East Kimberley.

Mission: We will support the empowerment of East Kimberley Aboriginal people through our social enterprises and services

Goals:

Impactful

Customer Centred

Financially Sustainable

Great Place to Work

Goal 1:
Social Reform

Goal 2:
Consolidate Social Services

Goal 3:
Leveraging
Enterprises

Goal 4:
Preparing for Future Growth

Strategic Pillars and Enablers:

1. Empowered
Leadership

2. Education for Lifelong Learning

3. Meaningful Employment

4. Connected Healthcare

5. Accessible Housing

Strategic Enabler - Empowered People and Effective Processes and Systems

The Wunan Way:

Culturally Respectful

Empathetic

Empowering

Accountable

Collaborative

Strategic Intent – *(enduring)* Purpose and Values

Our Purpose and Values are reflected in the enduring principles that guide everything we do.





Strategic Intent – Vision and Mission *(time bound)*

Our Vision

We will empower Aboriginal people by creating sustainable opportunities and achieving measurable progress on Closing the Gap targets in the East Kimberley.

Our Mission

We will support the empowerment of East Kimberley Aboriginal people through our social enterprises and services

Strategic Intent – Goals *(time bound)*

Our first goal is aligned directly to 13 of the 17 targets for closing the gap. Whilst we may still impact the other 4, our focus is on the 13 which sit closest to our capabilities.


Impactful

Breathing life into our vision:


1. Long and healthy lives

 **71.9 years for males**  **75.6 years for females**
is the life expectancy of people born in 2020-22


2. Born healthy and strong

 89.6 % of babies were born with a healthy birthweight in 2021


3. Early childhood education

 101.8% of children were enrolled in preschool in 2023.


4. Children thriving

 34.3% of children commencing school were developmentally on track in 2021

5. Student learning potential

 68.1% of people aged 20-24 years had attained Year 12 or equivalent in 2021

7. Youth Engagement

 58.0% of people aged 15-24 years were fully engaged in employment, education or training in 2021

8. Economic participation

 55.7% of people aged 25-64 years were employed in 2021.

9. Housing


 68.1% of people were living in appropriately sized housing in 2021

 No data on households receiving essential services is available.

10. Criminal Justice

 2,265.8 per 100,000 adults in prison in 2023

11. Youth Justice

 29.8 per 10,000 young people where in detention in 2022-2023


12. Child Protection

 57.2 per 1,000 children were in out-of-home care in 2023

13. Family Safety

 8.4% of females experienced physical or threatened physical harm in 2018-19

14. Social and emotional wellbeing

 29.9 per 100,000 people took their own life in 2022

Legend

Data availability and latest assessments of progress, at July 2024^A

 Good improvement on track  Improvement but not on track
 Worsening, not on track  No change from the baseline
 No assessment available

To track progress against goal 1, we will develop a balanced scorecard across the 13 targets in the closing the gap dashboard.

We will work with the productivity commission to establish sampling data to monitor the progress of people engaging with services against the baseline population

Each strategic pillar in our plan will have alignment to specific targets so that we can track impact against delivery from specific areas of the plan.

Strategic Intent - Goals *(time bound)*

Appendix 1

At a top level our strategy is designed to deliver on 4 main goals that will make highly impactful in the community, customer centred, financially sustainable and a desirable place to work.

Impactful	Customer Centered	Financially Sustainable	Great place to work
Goal 1: Social Reform	Goal 2: Consolidate Social Services	Goal 3: Leveraging Enterprises	Goal 4: Preparing for Future Growth
<p>Goal Statement: Lead and advocate for social reforms aimed at breaking the cycle of intergenerational disadvantage in the East Kimberley, with a focus on promoting accountability, coordination and the provision of therapeutic and diversionary services for youth.</p> <p>Targets: Top quartile for 13 of 17 closing the gap measures</p> <p>Measurement approach: Balanced scorecard and data collection from productivity commission</p>	<p>Goal Statement: Strengthen and expand 's service offerings through a person-centered approach, ensuring that all programs are aligned with organizational goals and that services such as health, wellbeing and early education are effectively delivered and coordinated.</p> <p>Targets: Improving client experience and service depth</p> <p>Measurement approach: Develop methodology for assessing client experience and increasing cross service use</p>	<p>Goal Statement: Develop and scale profitable social enterprises that support economic participation, employment and investment opportunities for Aboriginal people, while ensuring these enterprises contribute to broader social reform objectives.</p> <p>Targets: Increased capacity for reinvestment</p> <p>Measurement approach: Percentage of profits reinvested</p>	<p>Goal Statement: Develop and scale profitable social enterprises that support economic participation, employment and investment opportunities for Aboriginal people, while ensuring these enterprises contribute to broader social reform objectives.</p> <p>Targets: Employer of choice in industry</p> <p>Measurement approach: Use 3rd party such as great place to work</p>



Strategic Response: *Overview of Pillar Approach*

The six pillars below will set our focus of staff for the duration of the strategy. A detailed view of each pillar, supporting initiatives and a high-level timeline are provided in this section.



Strengthening our internal capabilities through robust governance, streamlined processes, and a culture of continuous improvement.

Pillar 1: Empowered Leadership





Pillar description

Our focus is on developing local leaders, ensuring culturally sensitive service delivery and securing sustainable funding to enhance program impact and close the gap in key social indicators.

Wunan is committed to fostering responsible leadership and accountability within the East Kimberley community. We advocate for transformational reforms and the empowerment of Indigenous people to lead social and economic development.

By building strong partnerships, driving policy reform and supporting the transition of services to Aboriginal Community-Controlled Organisations, we aim to create a sustainable and self-determined future.

Closing the Gap Impacts:

10. Criminal Justice	11. Youth Justice	12. Child Protection	13. Family Safety
			
2,265.8 per 100,000 adults in prison in 2023	29.8 per 10,000 young people were in detention in 2022-23	57.2 per 1,000 children were in out-of-home care in 2023	8.4% of females experienced physical or threatened physical harm in 2018-19

Outcomes

- Increased Indigenous leadership roles in community
- Enhanced accountability in service delivery
- Stronger partnerships with Aboriginal-led organisations
- Reduced reliance on short-term funding
- Improved social and economic outcomes
- Empowerment of local leaders and communities
- Culturally sensitive and integrated service models
- Reduction in youth crime rates through effective diversionary programs.
- Improved family and community support systems to reduce reoffending and provide alternative pathways for at-risk youth



Pillar 1. Empowered Leadership

Implementation of Initiative and Goals

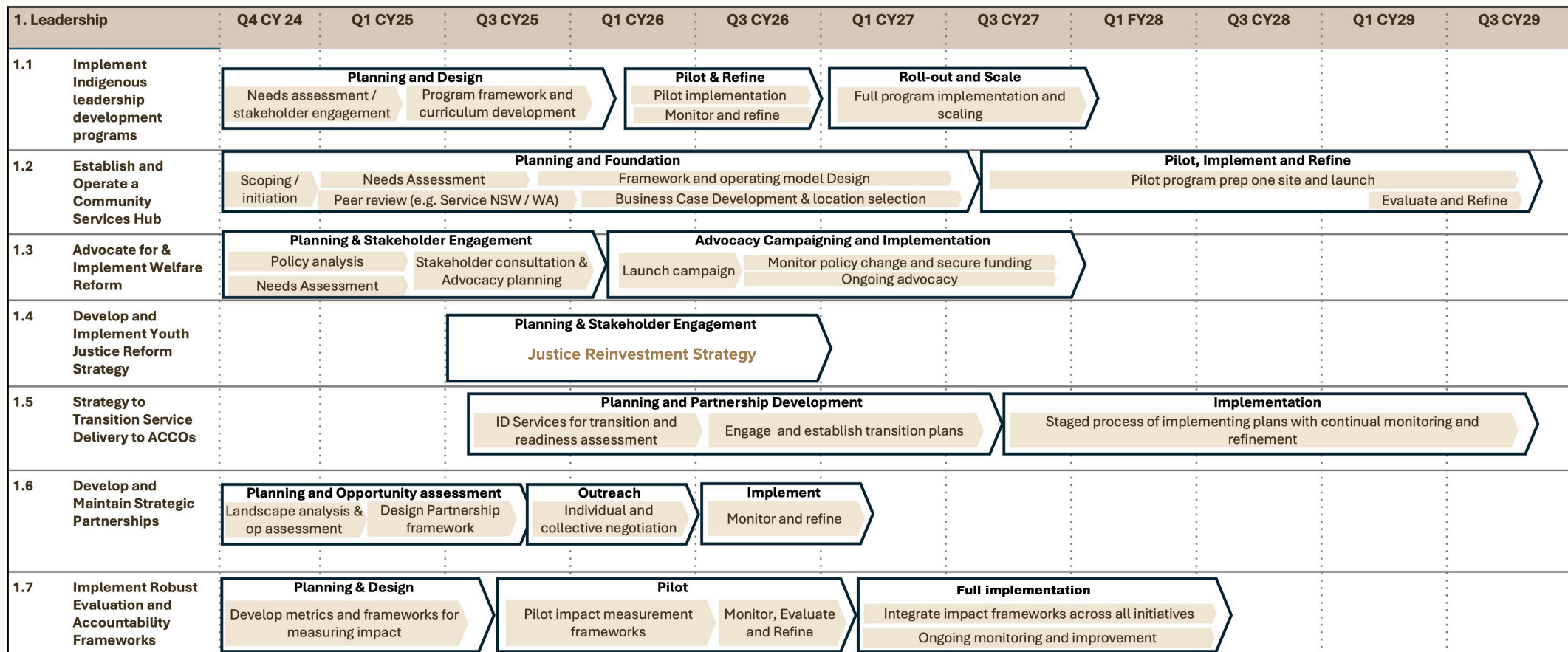
Initiatives are multi-year programs of work required to achieve our objectives and require significant capacity from the business.

Appendix 3

Initiatives				
#	Name	Description	Accountable	Support
1.1	Implement Indigenous leadership development programs	Establish and deliver leadership development programs aimed at nurturing Aboriginal leaders within the East Kimberley. These programs will focus on building skills, confidence and networks for emerging community leaders.	CEO and Board of Directors	Executive Management Team
1.2	Establish and Operate a Community Services Hub	Develop a central hub that integrates social, health and educational services to provide coordinated support for families, ensuring that all essential services are accessible in one location.	CEO and Board of Directors	Executive Management Team
1.3	Advocate for government actions that create better outcomes for our community	Lead the advocacy for a reformed welfare model that promotes self-sufficiency, reduces dependency and improves outcomes for vulnerable individuals and families. This includes pushing for policy changes and securing long-term funding.	CEO and Board of Directors	Executive Management Team
1.5	Develop and Maintain Strategic Partnerships	Build and sustain partnerships with government, non-government organizations and other stakeholders to advocate for and deliver improved services and resources for the East Kimberley community.	CEO and Board of Directors	Executive Management Team
1.6	Implement Robust Evaluation and Accountability Frameworks	Establish frameworks for measuring the impact and effectiveness of programs, ensuring continuous improvement and accountability in service delivery across all initiatives.	CEO and Board of Directors	Executive Management Team

Pillar 1. Empowered Leadership *Roadmap (Years 1-5)*

A high-level timeline for delivery of strategic initiatives is outlined below





Pillar 2: Education for Life Long Learning Summary

Pillar description

The education pillar is focused on fostering educational excellence and lifelong learning for Indigenous communities in the East Kimberley.

Building on a foundation of whole-of-family support and early childhood development, the strategy aims to enhance school enrolment, attendance and completion rates while expanding pathways from education to employment.

It emphasises culturally responsive practices, long-term funding and strong partnerships to ensure sustainable and high-quality educational opportunities.

The strategic direction is forward-looking, prioritising the revitalisation of key programs, whilst also broadening our focus to older cohorts of children than we have focussed on previously. It also includes seeking support for investment in infrastructure and advocacy for policy reforms that drive systemic change, ultimately empowering individuals and contributing to the region's broader economic and social development.

Outcomes

- Increased school enrolment and attendance rates
- Higher Year 12 completion and vocational achievement
- Enhanced family engagement in education
- Improved pathways from education to employment
- Stronger partnerships with educational institutions
- Advocacy for culturally responsive and high-quality education
- Empowerment of individuals for economic independence

Closing the Gap Impacts:

3. Early childhood education



101.8% of children were enrolled in preschool in 2023.

5. Student learning potential



68.1% of people aged 20-24 years had attained Year 12 or equivalent in 2021

Pillar 2. Education for Life Long Learning

Implementation of Initiative and Goals

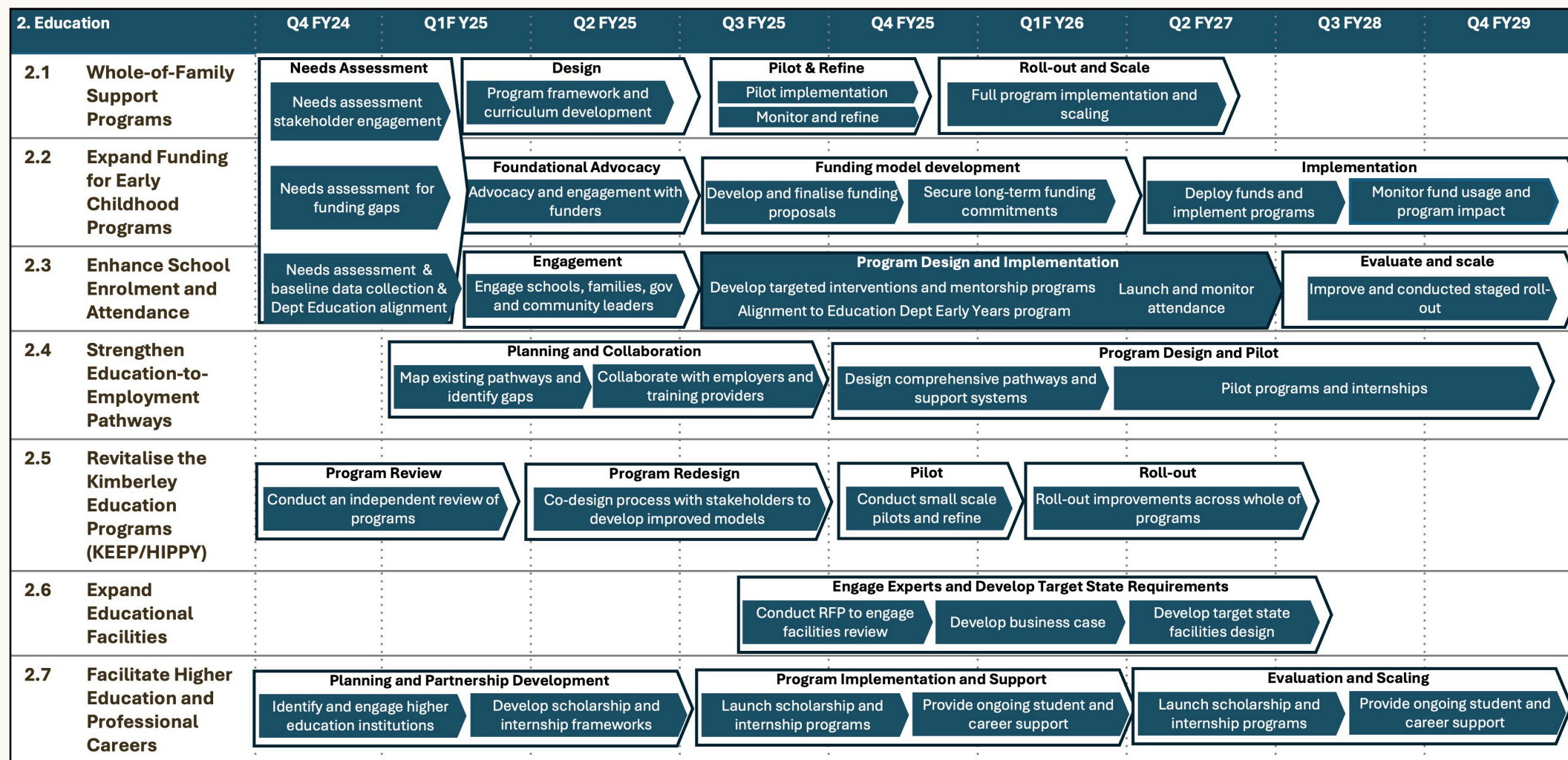
Initiatives are multi-year programs of work required to achieve our objectives and require significant capacity from the business.

Appendix 3

Initiatives				
#	Name	Description	Accountable	Support
2.1	Develop Whole-of-Family Support Programs	Implement wrap-around services that engage entire families in the educational journey, integrating education with health, housing and employment support to create a stable environment for children to thrive.	GM Early Years GM Community Services	CPC KNX and Halls Creek Early Years incl HIPPY, HCEI KEEP Program
2.2	Use research to expand funding for early childhood programs	Advocate for and secure long-term funding to ensure the sustainability and expansion of early childhood education programs, emphasizing the importance of culturally responsive practices.	GM Early Years	CPC KNX and Halls Creek Early Years incl HIPPY, HCEI
2.3	Enhance School Enrolment and Attendance	Collaborate with families, schools and communities to increase school enrolment, attendance and completion rates through targeted interventions, mentorship and support systems.	GM Early Years	CPC KNX and Halls Creek Early Years incl HIPPY, HCEI KEEP Program
2.4	Strengthen Education-to-Employment Pathways	Develop and enhance pathways that support students from early education through to vocational training and professional careers, with a focus on lifelong learning and economic independence.	GM Early Years GM Community Services	KEEP program team Jobs and Skills Centre Financial Hub
2.5	Revitalise the Kimberley Education Excellence Program (KEEP)	Review and refine the KEEP program to align with community needs and aspirations, ensuring it remains a best-practice model for educational excellence in the region.	GM Community Services	KEEP Program
2.6	Expand Educational Facilities	Plan and develop future-ready, culturally attuned educational facilities that accommodate expected population growth and meet the evolving needs of the East Kimberley community.	GM Community Services	GM Commercial
2.7	Facilitate Higher Education and Professional Careers	Establish scholarship and internship programs to increase the number of Aboriginal students pursuing higher education and professional careers, with a focus on returning skills to the community.	GM Community Services	KEEP Program

Pillar 2. Education for Life Long Learning *Roadmap (Years 1-5)*

A high-level timeline for delivery of strategic initiatives in the first three years is outlined below





Pillar 3: Employment Summary

Pillar description

We are committed to transforming the employment landscape for Aboriginal people in the East Kimberley by fostering purpose, rewarding effort and promoting mutual responsibility.

We aim to create pathways that transition individuals from welfare to meaningful employment, support young people entering the workforce and advocate for greater Aboriginal participation across all industries.

Through tailored support, strategic partnerships and targeted job creation initiatives, we strive to empower individuals with sustainable careers that contribute to community development and economic growth.

Core Team	
Accountable	Board
Support	CEO, EMT

N.B. People across the organisation will be invited to contribute to strategic initiatives

Outcomes

- Increased Aboriginal participation in all industries
- Higher rates of sustainable, long-term employment
- Effective transition from welfare to work
- Enhanced support for young people entering the workforce
- Expansion of job opportunities in emerging sectors
- Strengthened partnerships with corporate and government entities
- Development of professional career pathways and leadership roles

Closing the Gap Impacts:

8. Economic participation



55.7% of people aged 25-64 years were employed in 2021.

7. Youth Engagement



58.0% of people aged 15-24 years were fully engaged in employment, education or training in 2021

Pillar 3. Employment

Implementation of Initiative and Goals

Initiatives are multi-year programs of work required to achieve our objectives and require significant capacity from the business.

Appendix 3

Initiatives				
#	Name	Description	Accountable	Support
3.1	Develop Job Pathways and Skills Matching Programs	Work with key local stakeholders (e.g. Pathways and WITOC) to support comprehensive employment pathways that align individual skills and aspirations with local job opportunities, including targeted training in key industries such as hospitality, tourism, media and agriculture	GM Community Services	GM Commercial
3.2	Establish Employment and Training Hubs	Investigate options for specialised hubs that focus on providing professional development, mentorship and hands-on training for Indigenous people, particularly in sectors with high growth potential.	GM Community Services	GM Commercial
3.3	Support Youth Transition into the Workforce	Implement entry-level employment programs and support systems that help young people transition from education to stable employment, addressing the gaps where traditional entry points into the workforce are lacking.	GM Community Services	GM Commercial
3.4	Foster Indigenous Entrepreneurship	Work with key local stakeholders (e.g. Pathways and WITOC) to develop entrepreneurial support networks that provide Indigenous people with the resources, training and mentorship needed to start and grow their own businesses, driving economic self-sufficiency.	GM Community Services	GM Commercial
3.5	Strengthen Corporate and Government Partnerships	Build and maintain strategic partnerships with corporate entities and government agencies to create sustainable job opportunities and ensure that Aboriginal participation in the workforce exceeds national averages.	GM Community Services	GM Commercial
3.6	Implement Barrier Reduction Programs	Optimising the work we do in this space (e.g. Journey to empowerment) addressing and mitigating individual barriers to employment, such as health, housing and education challenges, ensuring a more inclusive workforce.	GM Community Services	GM Commercial
3.7	Promote Career Development and Advancement	Facilitate ongoing career development through scholarships, internships and upskilling programs, with a focus on increasing the number of Aboriginal professionals in high-demand fields.	GM Community Services	GM Commercial

Pillar 3. Employment *Roadmap (Years 1-5)*

A high-level timeline for delivery of strategic initiatives in the first three years is outlined below

3. Employment	Q4 FY24	Q1 FY25	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY27	Q3 FY28	Q4 FY29
3.1 Develop Job Pathways and Skills Matching Programs	Planning and Design Needs assessment and skills gap analysis		Program design and alignment with industry needs		Pilot and Implementation Launch pilot pathways and skills matching programs		Monitor, evaluate, and refine based on feedback		Scale and Integrate Scale successful programs across sectors Integrate with ongoing career dev initiatives
3.2 Expand Employment and Training Hubs	Planning and Feasibility Study Site selection and feasibility analysis		Stakeholder engagement and partnership development		Hub Design and Pilot Launch Design hub operations and training curriculum		Pilot hub launch with targeted sectors		Scaling and Continuous Improvement Expand hub operations across key regions Monitor, evaluate, and refine training programs
3.3 Support Youth Transition into the Workforce	Planning and Feasibility Study Identify youth employment gaps and needs		Engage schools, employers, and community orgs		Program Development and Pilot Design entry-level employment programs and support systems		Launch pilot programs targeting youth transitions		Scale and Refine Scale as appropriate
3.4 Foster Indigenous Entrepreneurship	Planning and Feasibility Study Identify entrepreneurial needs and opportunities		Engage mentors, investors, and industry experts		Program Design and Launch Develop entrepreneurial support networks and resources		Launch entrepreneurship programs with pilot cohorts		Scale and Refine Scale as appropriate
3.5 Strengthen Corporate and Government Partnerships	Planning and Partnership Development Identify key corporate and government partners		Develop partnership agreements and frameworks		Implementation and Support Launch partnership initiatives with job creation goals		Monitor, evaluate, and refine partnerships		
3.6 Implement Barrier Reduction Programs	Planning and Partnership Development Identify key barriers to employment		Engage stakeholders to design support systems		Program Design and Pilot Develop full program and gain partner endorsement		Pilot and monitor		Scale and Refine Scale as appropriate
3.7 Promote Career Development and Advancement	Planning and Partnership Development Identify career advancement needs and opportunities		Engage educational institutions and employers		Program Design and Pilot Develop scholarship, internship, and upskilling programs		Pilot and monitor		Scale and Refine Expand career development initiatives across sectors

Pillar 4: Health Summary

Pillar description

Wunan is committed to playing a lead role in delivering high quality, comprehensive health and wellness services for the East Kimberley community by integrating primary care with culturally safe services and strategic partnerships.

Our goal is to empower individuals and families to lead healthier lives by reducing health disparities and promoting overall wellness.

Through advocacy and innovative, culturally responsive care, we strive to transform primary health outcomes and set a benchmark for comprehensive community health services.

Closing the Gap Impacts:

1. Long and healthy lives



71.9 years for males **75.6 years for females**

is the life expectancy of people born in 2020-22

2. Born healthy and strong



89.6 % of babies were born with a healthy birthweight in 2021

4. Children thriving



34.3% of children commencing school were developmentally on track in 2021

14. Social and emotional wellbeing



29.9 per 100,000 people took their own life in 2022



Outcomes

- Access to culturally safe, high-quality healthcare
- Prevention, early detection and improved management of chronic diseases
- Enhanced mental health, AOD and wellbeing services capacity and utilisation
- Growth of preventive and wellness programs
- Increased life expectancy and healthier children
- We are committed to investing in the future by continually improving the development of a skilled, motivated and qualified healthcare workforce
- Financially sustainable and self-sufficient health services
- Access to person-centred multidisciplinary care
- Healthcare provision improvement across the lifespan of service users

Pillar 4: Health Summary

Implementation of Initiative and Goals

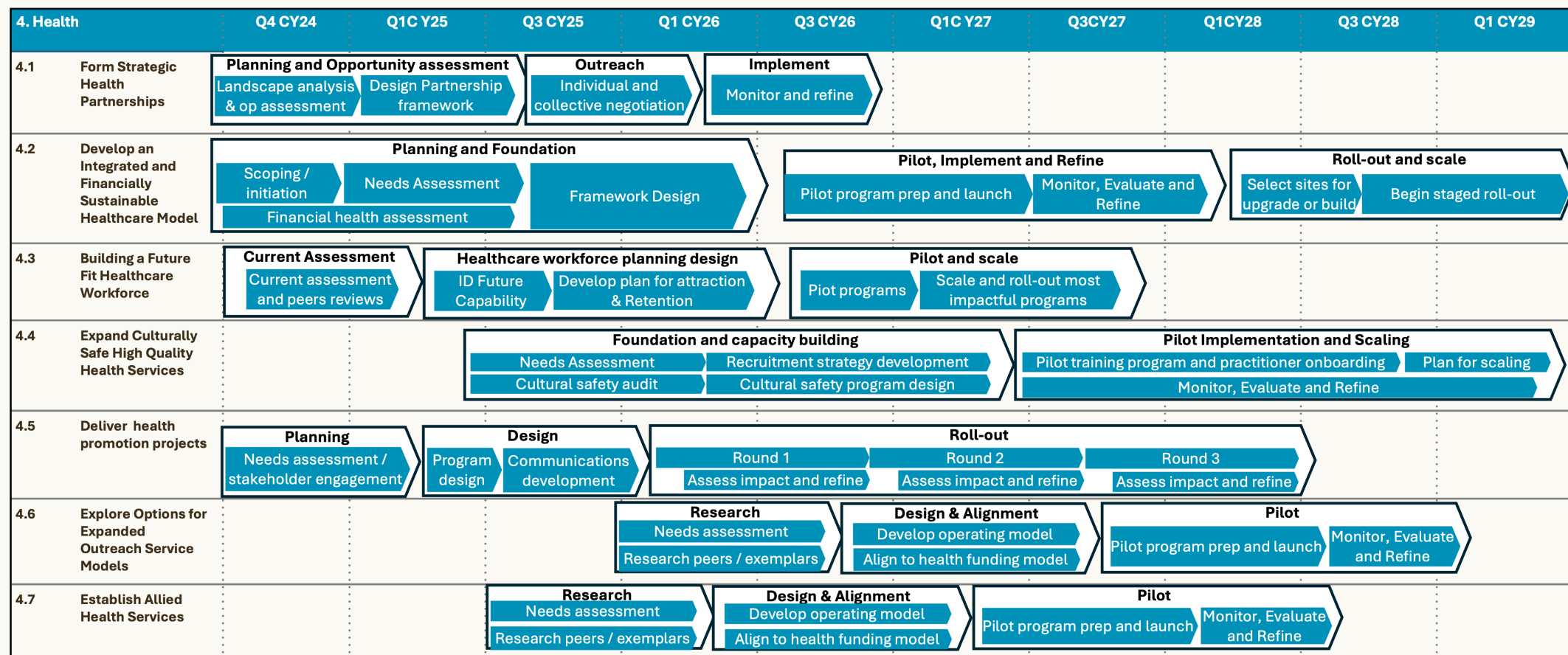
Initiatives are multi-year programs of work required to achieve our objectives and require significant capacity from the business.

Appendix 3

Initiatives				
#	Name	Description	Accountable	Support
4.1	Develop an Integrated and Financially Sustainable Healthcare Model	Design and embed a comprehensive healthcare model that integrates physical, mental and emotional well-being services, ensuring all offerings are culturally safe and accessible to Aboriginal clients across the East Kimberley. The model will include the means to evaluate our impact against given goals. This will be underpinned by a diversified funding model to ensure the long-term viability of Wunan Health services, reducing reliance on grants and fostering financial self-sufficiency.	Clinical Director	Practice Manager Manager headspace Manager KWIC
4.2	Form Strategic Health Partnerships	Initially we will develop a framework that demonstrates different partnership approaches that align to the Wunan Way. Then evolve our collaborations with governmental and non-governmental organisations in this way. We will advocate for and deliver improved health services, focusing on long-term sustainability and effectiveness.	Clinical Director	Practice Manager Manager headspace Manager KWIC
4.3	Building a Future Fit Healthcare Workforce	Wunan will lead innovative efforts to attract, train and retain a healthcare workforce for the East Kimberley. By fostering culturally aligned pathways for Indigenous people and forming partnerships, we will ensure the region has access to skilled medical and support staff to meet local needs.	Clinical Director	Practice Manager Manager headspace Manager KWIC
4.4	Expand Culturally Safe High Quality Health Services	Enhance the delivery of culturally informed health services by increasing the number of Indigenous health practitioners and embedding cultural safety training for all healthcare staff. Embed systems to allow us to demonstrate our program achievements.	Clinical Director	Practice Manager Manager headspace Manager KWIC
4.5	Deliver health promotion projects	Launch comprehensive health education & prevention initiatives focused on key public health issues such as substance abuse, mental health, & chronic diseases, with an emphasis on early childhood development. This includes workshops for schools, service providers, & the community. Build a health promotion asset library for use across social media, small groups, & the broader community. Develop a community engagement plan outlining key events, health promotion projects, timelines, & annual priorities.	Clinical Director	Practice Manager Manager headspace Manager KWIC
4.6	Explore Options for Expanded Outreach Service Models	Explore options to explore outreach health models to bring essential healthcare services to remote and underserved communities in the East Kimberley, ensuring that all individuals have access to necessary care. (e.g. mobile clinics, online services etc). To approach this, we will map the need first to gain an understanding of the real cost associated with delivery and then start small and scale.	Clinical Director	Practice Manager Manager headspace Manager KWIC
4.7	Establish Allied Health Services	Build a suite of allied health services that are financially sustainable and accessible, with a clear business plan to meet community needs by 2025.	Clinical Director	Practice Manager Manager headspace Manager KWIC

Pillar 4: Health Summary *Roadmap (Years 1-5)*

A high-level timeline for delivery of strategic initiatives is outlined below



N.B. These timings and activities represent initial intent of the strategy and will be revisited once detailed design of each initiative commences



Pillar 5: Housing Summary

Pillar description

The Housing Pillar aims to create stable, community-driven housing solutions that empower individuals and families in the East Kimberley to live independently.

By focusing on innovative, culturally-informed housing options and fostering partnerships, we seek to increase housing availability and affordability.

Our long-term vision is to transform housing into a catalyst for economic empowerment, sustainability and community development, ultimately reducing welfare reliance and improving quality of life.

Outcomes

- Increased availability of affordable housing
- Enhanced community-driven housing solutions
- Greater homeownership among Indigenous families
- Expansion of innovative and culturally-informed housing models
- Increased employment in the construction and housing sectors
- Establishment of sustainable housing developments
- Strengthened partnerships for regional development

Closing the Gap Impacts:



Pillar 5: Housing

Implementation of Initiative and Goals

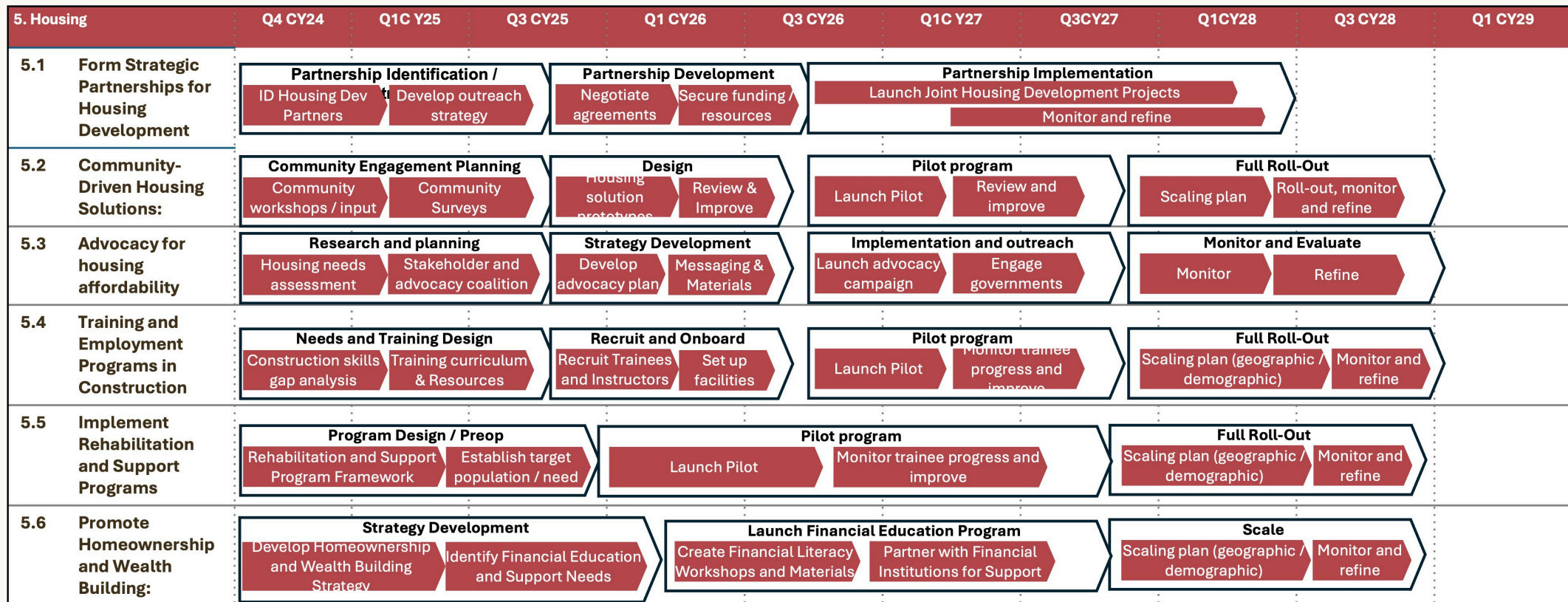
Initiatives are multi-year programs of work required to achieve our objectives and require significant capacity from the business.

Appendix 3

Initiatives				
#	Name	Description	Accountable	Support
5.1	Advocacy approach and delivery for housing affordability	Advocate for and support the development of additional housing units to meet growing demand, ensuring that rent prices remain affordable and that the housing options are culturally attuned and environmentally sustainable.	GM Commercial	CEO CFO GM Finance and IT
5.2	Develop Community-Driven Housing Solutions	Collaborate with partners to plan, construct and manage a range of housing options, from crisis accommodation to affordable home ownership, aiming to empower communities and reduce welfare reliance.	GM Commercial	CEO CFO GM Community Services
5.3	Establish Training and Employment Programs in Construction	Create training programs and pathways for Aboriginal people to gain qualifications and employment in the construction industry, with a focus on innovative building techniques and sustainable development.	GM Commercial	CEO GM Community Services Cultural Safety Committee
5.4	Form Strategic Partnerships for Housing Development	Partner with large-scale building companies and Indigenous housing providers to secure long-term funding and knowledge transfer, positioning Wunan as a key player in regional housing development.	GM Commercial	NRTAFE / RTOs
5.5	Implement Housing Support Programs	Launch comprehensive support and rehabilitation initiatives to help individuals and families stabilise their lives and become eligible for new housing opportunities, fostering independence and community well-being.	GM Commercial	GM Community Services GM Health
5.6	Promote Homeownership and Wealth Building	Work with families towards achieving home ownership by providing the necessary support and resources, helping to build intergenerational wealth and long-term financial stability.	GM Commercial	GM Community Services Manager Financial Hub Manager PTHO

Pillar 5: Housing *Roadmap (Years 1-5)*

A high-level timeline for delivery of strategic initiatives is outlined below



N.B. These timings and activities represent initial intent of the strategy and will be revisited once detailed design of each initiative commences



Pillar 6: Commercial Summary

Pillar description

The Commercial Pillar is focused on building sustainable, profitable enterprises that generate surplus revenue to support the organisation's strategic priorities.

By developing a diverse portfolio of businesses, including tourism, property development, and media, we aim to foster economic self-sufficiency, create employment opportunities, and reinvest profits back into the East Kimberley community.

The goal is to align commercial success with social impact, ensuring that financial gains translate into meaningful community benefits and contribute to reducing welfare dependency.

Outcomes

- Increased revenue to fund social programs
- Growth in Indigenous entrepreneurship and employment
- Expansion of profitable and culturally significant enterprises
- Sustainable property development and investment returns
- Enhanced community reinvestment from commercial profits
- Strategic partnerships for long-term economic growth
- Development of a robust commercial portfolio contributing to regional prosperity

Pillar 6. Commercial

Implementation of Initiative and Goals

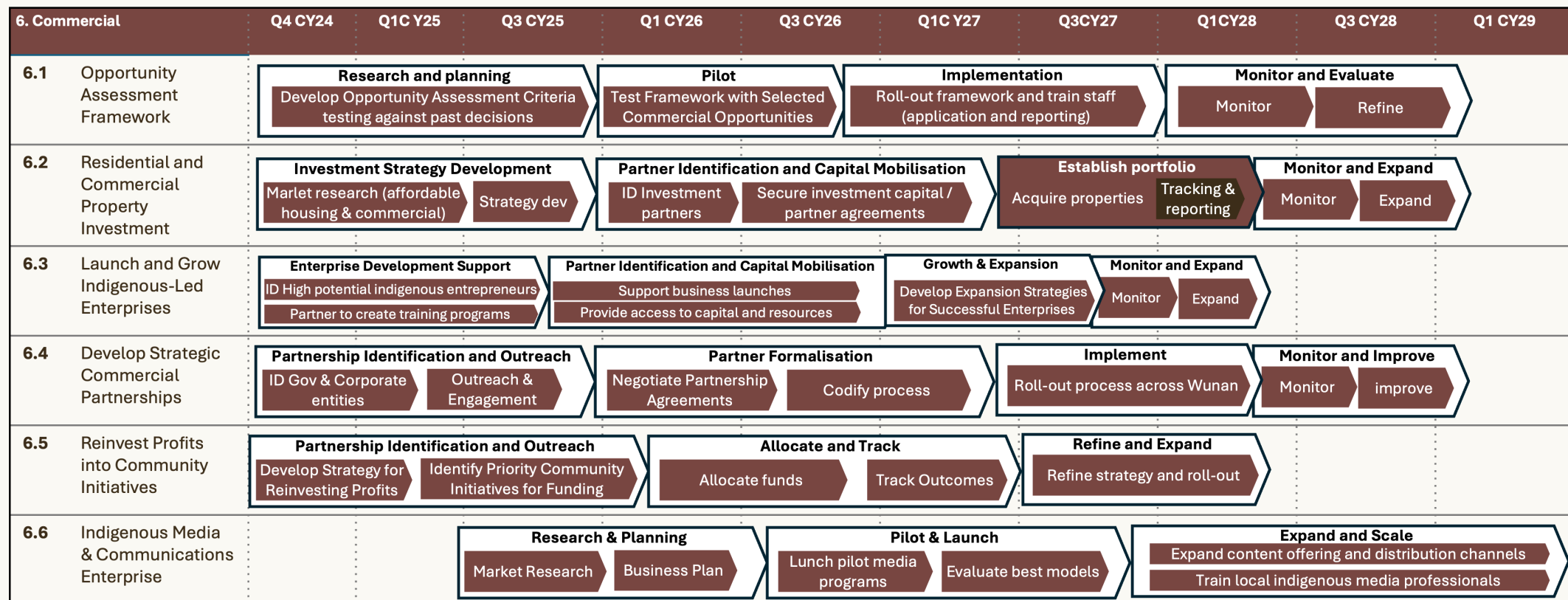
Initiatives are multi-year programs of work required to achieve our objectives and require significant capacity from the business.

Appendix 3

Initiatives				
#	Name	Description	Accountable	Support
6.1	Develop and Implement an Opportunity Assessment Framework	Establish a robust framework to systematically evaluate and pursue potential commercial ventures, ensuring that all opportunities align with our strategic priorities and generate sustainable profits.	GM Commercial	CEO CFO and EMT
6.2	Pursue Residential and Commercial Property Investments	Identify and invest in property development projects that provide affordable housing and commercial space, generating sustainable returns that can be reinvested into the community.	GM Commercial	CEO CFO GM Finance and IT
6.3	Launch and Grow Indigenous-Led Enterprises	Support the creation and expansion of Indigenous-owned businesses across various industries, including agriculture, eco-tourism, media and construction, fostering economic self-sufficiency and entrepreneurship.	GM Commercial Manager LLR Manager WMS	CEO CFO and EMT Board
6.4	Develop Strategic Commercial Partnerships	Build partnerships with government and corporate entities to support job creation, provide training opportunities and ensure sustainable business growth in the East Kimberley.	GM Commercial	CEO EMT NRTAFE / RTOs / EKCCI
6.5	Reinvest Profits into Community Initiatives	Devise strategies to reinvest profits from commercial ventures back into our social programs, ensuring that economic gains translate into broad-based community benefits.	GM Commercial	CEO CFO and EMT Board
6.6	Establish and Grow an Indigenous Media and Communications Enterprise	Create a media business unit focused on training and employing local Aboriginal people, producing culturally significant content that amplifies Indigenous voices and issues.	GM Commercial	Cultural Safety Committee Board

Pillar 6. Commercial *Roadmap (Years 1-5)*

A high-level timeline for delivery of strategic initiatives is outlined below



N.B. These timings and activities represent initial intent of the strategy and will be revisited once detailed design of each initiative commences

Strategic Enabler People, Process, Systems

Pillar description

This pillar aims at strengthening our internal capabilities through robust governance, streamlined processes and a culture of continuous improvement.

By investing in our people and systems, we are building a resilient, agile, and high-performing organisation, well-equipped to achieve our strategic goals.

This includes optimising human resources, enhancing operational efficiency, ensuring compliance and fostering a safe, inclusive and productive work environment.

Outcomes

- Optimised HR and Workforce Development
- Enhanced Operational Efficiency
- Strengthened Compliance and Risk Management
- Improved Governance and Accountability
- A Culture of Safety and Well-being
- Optimised and aligned service user experience

Pillar 7. Strategic Enabler

Implementation of Initiative and Goals

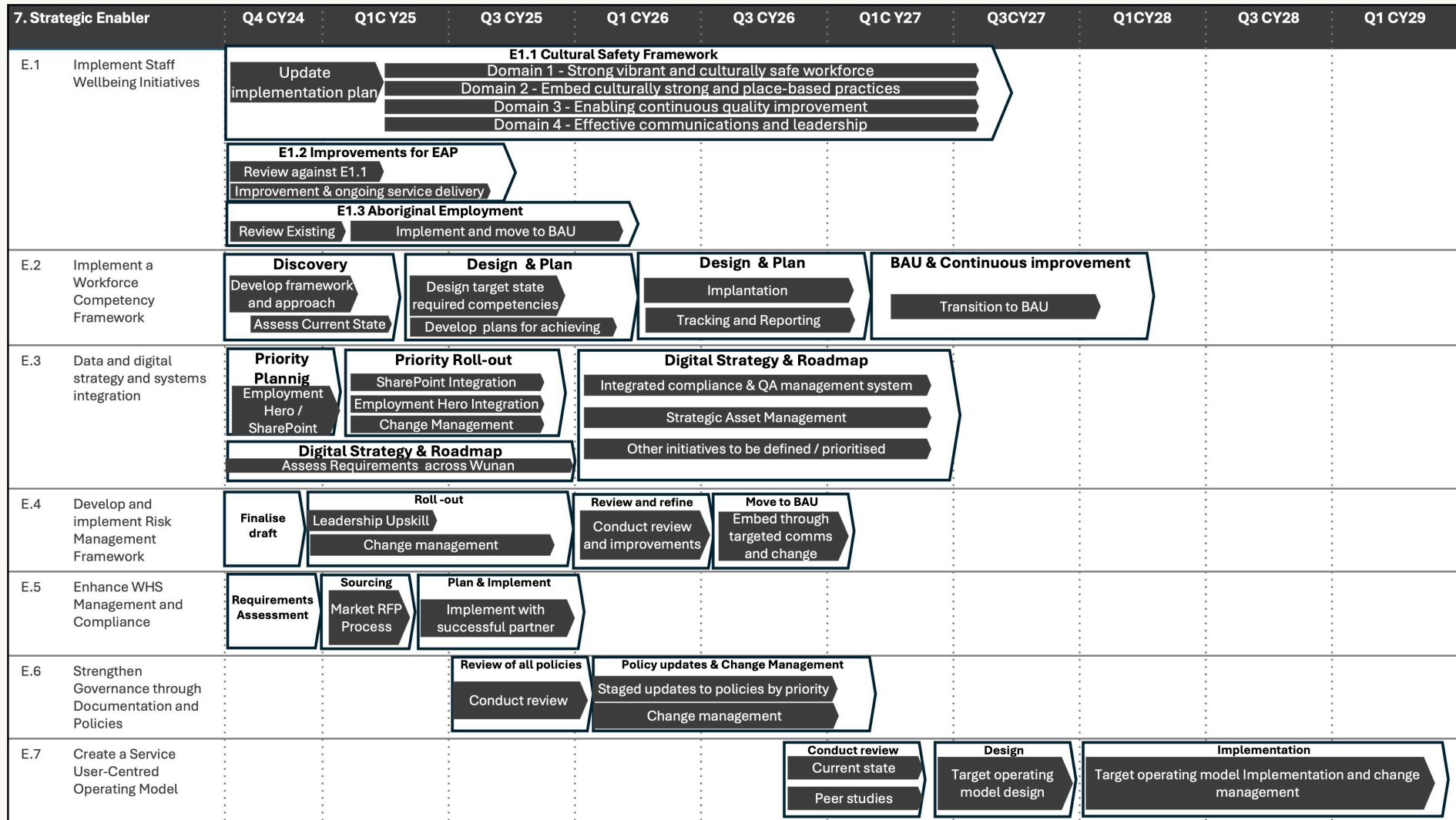
Initiatives are multi-year programs of work required to achieve our objectives and require significant capacity from the business.

Appendix 3

Initiatives		
#	Name	Description
E.1	Implement Staff Wellbeing Initiatives	Implement initiatives focused on cultural safety, trauma-informed care and psychological safety to foster an inclusive and supportive workplace.
E1.1	Roll out cultural safety framework program	Develop detailed implementation plan across the four pillars of the cultural safety framework, taking into account activities that have already been delivered. Roll-out initiative as a part of the Wunan Strategic planning delivery process.
E1.2	Improvements of the EAP Program and Support	Review the accessibility and use of the current EAP to ensure it is widely accepted and delivering in line with the goals of the cultural safety framework. Develop recommendations for improvement and provide recommendations for ongoing service delivery.
E1.3	Aboriginal Employment (Attraction and Retention) Strategy for Wunan	Review and update existing strategy in line with current activities and opportunities for improvement. Design and implement a structured approach to continually improving our ability to attract and retain aboriginal staff.
E.2	Implement a Workforce Competency Framework	Develop and deploy a comprehensive framework to assess and enhance the skills and competencies of all employees. Conduct regular training and development sessions to support career growth and succession planning.
E.3	Data and digital strategy and systems integration	Conduct a review of the data and digital ecosystem and formulate a digital roadmap (currently in progress). Existing priorities include integration of Employment Hero and SharePoint systems for seamless HR and payroll management. Other emerging priorities such as integrated management system to manage compliance and quality assurance and strategic asset management are expected to require focus. This program ensures all staff have access to necessary tools and training to maximise the use of these systems.
E.4	Develop and implement Risk Management Framework	Establish a comprehensive risk management framework, including a risk register and reporting system, to identify, assess and mitigate risks across all operations. Conduct regular risk assessments and compliance audits to ensure alignment with legal and regulatory requirements.
E.5	Enhance WHS Management and Compliance	Source and implement a WHS Management System that includes incident reporting, emergency response plans and safe work procedures. Conduct regular WHS training for all staff and management to ensure compliance with the latest safety standards. Conducting IR review to reduce risk of underpayment, alignment with awards and other similar responsibilities.
E.6	Strengthen Governance through Documentation and Policies	Finalise and implement key governance documents such as the WHS Policy, Risk Management Policy and Employee Handbook. Regularly review and update policies to reflect changes in regulations and organisational needs. (FY26 onwards)
E.7	Create a Service User-Centred Operating Model	Conduct a comprehensive review of the current operating model, identifying gaps and opportunities for improvement. Design a new operating model focused on service user needs, incorporating best practices and learnings from peers and exemplars. Implement the new operating model through a phased approach, including staff training, process adjustments and stakeholder engagement.

A high-level timeline for delivery of strategic initiatives in the first three years is outlined below

Pillar 7. Strategic Enabler – Roadmap (Years 1 to 5)



N.B. These timings and activities represent initial intent of the strategy and will be revisited once detailed design of each initiative commences

Initiatives & Goals Alignment *(Pillars 1-2)*

# Initiative		Impactful 1. Social Reform	Customer Centered 2. Consolidate Social Services	Financially Sustainable 3. Leveraging Enterprises	Great place to work 4. Preparing for Future Growth
1.1	Implement Indigenous leadership development programs	5	4	3	3
1.2	Establish and Operate a Community Services Hub	5	5	5	5
1.3	Advocate for and implement Welfare Reform	5	2	3	3
1.4	Transition Service Delivery to ACCOs	5	3	3	3
1.5	Develop and Maintain Strategic Partnerships	5	4	3	3
1.6	Implement Robust Evaluation and Accountability Frameworks	4	3	5	5
1.7	Implement Robust Evaluation and Accountability Frameworks	5	3	2	3
2.1	Develop Whole-of-Family Support Programs	5	3	4	3
2.2	Expand funding for Early Childhood Programs & ensuring school readiness	5	3	4	3
2.3	Enhance School Enrolment and Attendance	5	3	3	3
2.4	Strengthen Education-to-Employment Pathways	4	4	5	3

Scale:  1. No Impact  2. Minor Impact  3. Some Impact  4. Large Impact  5. Full Impact

Initiatives & Goals Alignment *(Pillars 2-3)*

# Initiative		Impactful 1. Social Reform	Customer Centered 2. Consolidate Social Services	Financially Sustainable 3. Leveraging Enterprises	Great place to work 4. Preparing for Future Growth
2.5	Revitalise the Kimberley Education Excellence Program (KEEP)	4	5	4	4
2.6	Expand Educational Facilities	5	4	2	3
2.7	Facilitate Higher Education and Professional Careers	5	4	2	2
3.1	Develop Job Pathways and Skills Matching Programs	5	4	2	3
3.2	Establish Employment and Training Hubs	4	5	3	3
3.3	Support Youth Transition into the Workforce	5	4	2	3
3.4	Foster Indigenous Entrepreneurship	5	4	2	3
3.5	Strengthen Corporate and Government Partnerships	4	4	5	3
3.6	Implement Barrier Reduction Programs	5	4	2	3
3.7	Promote Career Development and Advancement	3	4	4	5

Scale:  1. No Impact  2. Minor Impact  3. Some Impact  4. Large Impact  5. Full Impact

Initiatives & Goals Alignment *(Pillars 4-5)*

# Initiative		Impactful 1. Social Reform	Customer Centered 2. Consolidate Social Services	Financially Sustainable 3. Leveraging Enterprises	Great place to work 4. Preparing for Future Growth
4.1	Form Strategic Health Partnerships	4	4	5	3
4.2	Develop an Integrated Healthcare Model	5	4	5	3
4.3	Building a Future Fit Healthcare Workforce	4	3	3	5
4.4	Expand Culturally Safe Health Services	5	4	4	4
4.5	Deliver health promotion projects	4	4	3	3
4.6	Explore Options for Expanded Outreach Service Models	4	5	3	3
4.7	Establish Allied Health Services	4	5	3	3
5.1	Form Strategic Partnerships for Housing Development	4	3	5	3
5.2	Develop Community-Driven Housing Solutions:	4	5	3	3
5.3	Advocacy approach and delivery for housing affordability	4	3	5	3

Scale:  1. No Impact  2. Minor Impact  3. Some Impact  4. Large Impact  5. Full Impact

Initiatives & Goals Alignment *(Pillars 5-6)*

# Initiative		Impactful 1. Social Reform	Customer Centered 2. Consolidate Social Services	Financially Sustainable 3. Leveraging Enterprises	Great place to work 4. Preparing for Future Growth
5.4	Establish Training and Employment Programs in Construction	4	3	3	3
5.5	Implement Housing Support Programs	5	3	3	3
5.6	Work with families towards achieving home ownership	5	4	3	3
6.1	Develop and Implement an Opportunity Assessment Framework	4	2	5	3
6.2	Pursue Residential and Commercial Property Investments	3	5	5	2
6.3	Launch and Grow Indigenous-Led Enterprises	5	4	4	2
6.4	Develop Strategic Commercial Partnerships	3	2	5	2
6.5	Reinvest Profits into Community Initiatives	4	2	4	4
6.6	Establish and Grow an Indigenous Media and Communications Enterprise	3	3	5	3

Scale:  1. No Impact 2. Minor Impact 3. Some Impact 4. Large Impact 5. Full Impact

Initiatives & Goals Alignment *(Enablers)*

# Initiative		Impactful 1. Social Reform	Customer Centered 2. Consolidate Social Services	Financially Sustainable 3. Leveraging Enterprises	Great place to work 4. Preparing for Future Growth
E1.1	Roll out cultural safety framework program	4	3	3	3
E1.2	Improvements of EAP program and support	5	3	3	3
E1.3	Aboriginal Employment (Attraction and Retention) Strategy for Wunan.	5	4	3	3
E2	Implement a Workforce Competency Framework	4	2	5	3
E3	Data and digital strategy and systems integration	3	5	5	2
E4	Develop and implement Risk Management Framework	5	4	4	2
E5	Enhance WHS Management and Compliance	3	2	5	2
E6	Strengthen Governance through Documentation and Policies	4	2	4	4
E7	Create a Service User-Centred Operating Model	3	3	5	3

Scale:  1. No Impact  2. Minor Impact  3. Some Impact  4. Large Impact  5. Full Impact