



# Operational Plan 2026/27

Prepared by: KWAC Senior Management Team



# Agenda

- Strategic Goals
- Operational Plans 2026/27
  - CEO
  - Community Business
  - Finance/Administration
  - Operations
  - Programs





Strategic Goal	Goal 1: Sustainable organisation	Goal 2: Workplace Culture	Goal 3: Strong relationships & advocacy for community	Goal 4: Develop & deliver place-based programs	Goal 5: Capacity Building/ Succession Planning	Goal 6: Culture @ the Centre
Definition	We operate as a strong, transparent, and community-led organisation, ensuring long-term impact, resilience, and relevance for future generations, and to ensure our community and organisation thrives into the future	We foster a respectful, inclusive, and empowering environment for all staff	We build strong connections and meaningful partnerships, advocating for the voices, rights, and aspirations of community	We design and deliver programs in partnership with community and stakeholders, grounded in the unique strengths, needs, and aspirations of Kununurra	We empower our community through skills development and leadership pathways to ensure long-term community strength and sustained growth	We celebrate and embed cultural identity and awareness at the heart of everything we do

# CEO

AREA/FUNCTION	STRATEGIC GOAL	OBJECTIVE
Strong organisational foundation	1. Sustainable organisatio	<ul style="list-style-type: none"> <li>• Review and update organisational and operational policy</li> <li>• Analyse current assets and explore future opportunities</li> <li>• Implement an annual organisational health check utilising the McKinsey 7s Framework</li> <li>• Source appropriate external expertise to benefit the organisation's strategic goals</li> </ul>
Leadership which contributes to positive workplace culture	2. Workplace Culture	<ul style="list-style-type: none"> <li>• Organise internal events for staff to celebrate the importance of work they do</li> <li>• Hold an annual staff survey</li> <li>• promote organisational values as a 'ways of working' framework</li> </ul>
Community and stakeholder relations	3. Strong relationships & advocacy for community	<ul style="list-style-type: none"> <li>• Develop and maintain relationships with Miriwoong Elders and TOs</li> <li>• Attends all relevant executive and frontline forums</li> <li>• Advocate for the voice of local young people, families and community when attending relevant forums</li> </ul>
Kununurra and local community at the centre	4. Develop & deliver place-based programs	<ul style="list-style-type: none"> <li>• Government relations planning reflects the specific local needs of community and Kununurra</li> <li>• All project and program proposals are developed with local evidence</li> </ul>
CEO Succession Plan	5. Capacity building/succession planning	<ul style="list-style-type: none"> <li>• Recruit a Deputy CEO as a key element to the CEO succession plan</li> </ul>

# COMMUNITY BUSINESS

AREA/FUNCTION	STRATEGIC GOAL	OBJECTIVE
Business Development	1. Sustainable Organisation	Diversify income to philanthropy & corporate contributions 5-15% Achieve a 10% success rate across all grant applications submitted annually.
Business Development	1. Sustainable Organisation	Develop co-designed sustainability plans and proposals and targeted funding campaigns & Govt advocacy for priority programs.
Government Relations	3. Strong Relationships & Advocacy for Community	Lead coordination to strengthen relationships with BBY, NIAA, DSS, Justice, Communities, MLA and key Ministers through a planned annual engagement calendar working towards funding and micro systemic change.
Marketing & Communications	1. Sustainable Organisation	Deliver a foundational Communications & Marketing that strengthens KWAC's brand, reach and credibility.
Organisational Systems	1. Sustainable Organisation	Support organisational compliance by working with CEO/SMM to strengthen key systems and practices that sit across the organisation.
Data & Evidence	3. Strong Relationships & Advocacy for Community	Publicly communicate, translate and leverage data, evidence and reports to strengthen advocacy, funding sustainability, accountability and cross-sector collaboration.
People & Culture	5. Capacity Building & Succession Planning	Work towards developing skills internally around areas/functions of the community business role

# FINANCE/ADMINISTRATION

AREA/FUNCTION	STRATEGIC GOAL	OBJECTIVE
Stronger Financial Controls	1. Sustainable Organisation	A strong financial control will sustain KWAC financial operations in the present and into the future to continue as a going concern.
Training and Upskilling of the Finance Team	5. Capacity Building & Succession Planning	To ensure that the finance team has all the skills needed for the operations of KWAC so that there is no out-sourcing of financial functions
Upskill frontline Team Leader/ Coordinators in budgets	5. Capacity Building & Succession Planning	To provide Team Leaders and Coordinators the budgeting skills needed to manage and track income and expenditure of their programs
Presenting the Financial performance of the organisation to all staff	2. Workplace Culture	To ensure all employees are aware of how KWAC is doing financially and provide a sense of inclusion.
Invoicing and Billings filing upgrade	4. Develop & deliver place-based programs	To have a more effective system for raising invoices and bills so as to track them more efficiently.

# OPERATIONS

AREA/FUNCTION	STRATEGIC GOAL	OBJECTIVE
Work Health Safety	1. Sustainable organisation	Establish an internal WHS working group inclusive of all work areas
Asset Management	1. Sustainable organisation	Review all current assets and develop an asset working group with the Finance Team
Infrastructure	6. Culture @ the Centre	Celebrate Miriwoong culture at each workplace site to contribute to a culturally safe environment
Community Events	3. Strong Relationships & advocacy for community	Hold community events at KWAC's work sites such as NAIDOC Bush Cook Up and Waringarri Day

# PROGRAMS

AREA/FUNCTION	STRATEGIC GOAL	OBJECTIVE
Staff engagement and retention	2. Workplace culture	Increase staff engagement and retention within the Programs team by implementing shared practice standards, 1:1 supervision across the team.
Develop place-based programs	4. Develop & deliver place-based programs	Design programs tailored to local community needs and cultural context
Elders, TO's, are involved in all programs	6. Culture at the centre.	Ensure Elders and Traditional Owners are actively engaged in program design, delivery, and evaluation.
Strong relationships with stakeholders to improve program outcomes	3. Strong relationships & advocacy for community	Establish and maintain partnerships with key stakeholders to co-design and enhance program delivery.
Case management support across teams	3. Strong relationships & advocacy for community	Implement a cross-team case management approach/process to ensure consistent and holistic support for clients.