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ARTS AND CULTURE HUB

KURA YERLO Inc

Strategic Plan
2026 – 2028





Acknowledgement of Country

Kura Yerlo Incorporated acknowledges that the land we work from is the traditional lands of the Kaurna People. We respect Kaurna ways of knowing, being and doing and honour Kaurna's spiritual relationship with country and sea. We acknowledge other Aboriginal and Torres Strait Islander language groups from South Australia and across the nation, our brothers and sisters, who we work with to ensure a continuing strong culture and sustainable future.

Foreword

Kura Yerlo Incorporated is pleased to present its 2026 – 2028 Strategic Plan.

Our last Strategic Plan guided us through a significant period of transition. We maintained services, strengthened our organisation and continued supporting community during a period of change. This plan marks a shift. We are no longer simply responding to change, we are planning the future.

Kura Yerlo has been serving community for over forty years. Throughout that time we have evolved, but our commitment to community has never changed. In developing this plan, the Board reviewed our previous Strategic Plan, reflected on our Theory of Change and listened to community. The same themes came through consistently: community is our heartbeat, culture is our foundation, we remain a grassroots organisation, healing belongs within our identity, governance needs to continue maturing and future generations must remain at the centre of our thinking.

Our Theory of Change model supported us well through organisational transition. The Board has chosen to evolve it so that it better reflects who we are, not just what we do, recognising sacred ground, healing, spirituality and community as our heartbeat.

The environment around us continues to change. Funding expectations are shifting, compliance continues to increase and community needs continue to grow. At the same time, there are real opportunities to strengthen partnerships, diversify funding and position Kura Yerlo for the future, building on our greatest strengths: our community relationships, our Aboriginal workforce and our grassroots identity.

We invite our participants, government and cross sector partners, and community members to work with us over the next two years to deliver the Vision, Mission, Values and Strategic Directions in this plan. This document is the result of the ongoing dedication, passion and resilience of my fellow board members, our Chief Executive Officer, our staff and volunteers.

Rodney O'Brien
Kura Yerlo Chairperson, 2026

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Why we exist — **Impact**

What holds us up — **Organisation**

Non-negotiable foundation — **Culture**

What We Heard

From community consultation, several themes came through consistently.

Community is our heartbeat.

Culture is our foundation.

We remain a grassroots organisation.

Healing belongs within our identity.

Governance needs to continue maturing.

Future generations must remain at the centre of our thinking.

Theory of Change

Informed by the 2026 planning feedback, Kura Yerlo's Theory of Change places culture as our foundation and community as our heartbeat. Healing, spirituality and connection to Country and place guide our work. It proposes that lasting positive change for Aboriginal people, families and communities is more likely when:

- Community voice, Elders' guidance and Aboriginal leadership shape decisions.
- Culturally responsive services connect cultural knowledge, lived experience and quality practice.
- Accountable governance, strong partnerships and sustainable resources support community priorities.

CULTURAL LEADERSHIP AND COMMUNITY

Community voice and Elders' guidance shape our direction.

Culture, healing and spirituality inform practice.

Aboriginal employment, mentoring and leadership connect generations.

CULTURALLY RESPONSIVE SERVICES AND HEALING

Culturally safe services respond to community priorities.

Connected programs support healing and wellbeing.

Community feedback improves service quality.

GOVERNANCE AND SUSTAINABILITY

Community control and clear accountability guide decisions.

Quality systems and capable staff support safe services.

Partnerships, sustainable funding and integrated planning support our future.

STRONG CULTURE CONNECTED COMMUNITY

SELF-DETERMINATION

For future generations

KURA YERLO Inc

Kura Yerlo Strategic Plan 2026 – 2028

VISION

A strong Aboriginal community where culture, people and place create opportunities for future generations.

MISSION

To empower Aboriginal people, families and communities through culturally responsive, community-led services that strengthen self-determination, wellbeing, connection and opportunity.

VALUES

Culture

We honour Aboriginal ways of knowing, being and doing, ensuring culture is embedded in everything we do.

Community

We are community-led, listening, collaborating and responding to the strengths and aspirations of Aboriginal people.

Respect

We build relationships founded on trust, integrity, reciprocity and respect for diversity.

Excellence

We are committed to quality, innovation, accountability and continuous improvement in everything we do.

Future

We invest in sustainable growth, leadership and opportunities that create lasting outcomes for future generations.



STRATEGIC DIRECTION 1

Culture, People & Community.

- Culture remains our foundation.
- Aboriginal culture, healing, spirituality and lived experience are embedded in every aspect of Kura Yerlo's governance, workforce and service delivery.
- Aboriginal employment, leadership development and succession planning strengthen our workforce and future leaders.
- Community voice guides planning, service design and organisational decision-making while maintaining our grassroots identity.



STRATEGIC DIRECTION 2

Quality Services and Continuous Improvement.

- Cultural Frameworks and quality organisation-wide systems
- Maintain accreditation and excellence.
- Evidence-based continuous improvement.

This isn't just about compliance.

It's about ensuring every program continues delivering quality outcomes for community. Experience alongside qualifications, Cultural Framework. Embed Aboriginal ways of knowing, being and doing into organisational policies, planning and decision-making. Strengthen cultural protocols across all programs. Increase opportunities for Elders to guide organisational planning and cultural practice.



STRATEGIC DIRECTION 3

Strong Relationships & Collective Impact

- Strengthen strategic partnerships.
- Deepen member and community engagement.
- Collaborate on Closing the Gap priorities.

> We recognised that Kura Yerlo has always been trusted because we're grassroots.
>
> We now have an opportunity to strengthen partnerships while continuing to advocate for our community.

STRATEGIC DIRECTION

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STRATEGIC DIRECTION 4

Strong Governance & Organisational Integrity

- Clarify governance vs operations.
- Board capability development.
- Transparent decision making and accountability

> Governance continues to be an important focus.
>
> The consultation highlighted the importance of accountability, Board capability, constitutional review and ensuring clear separation between governance and operations.



STRATEGIC DIRECTION 5

Sustainable Growth & Future Generations

- Diversify revenue and philanthropy.
- Integrated vision & planning
- Build intergenerational leadership

> This is much broader than finances, it includes our workforce, philanthropy, future integrated planning and building sustainability for the next generation.

1. Culture, People & Community

STRATEGIC OBJECTIVE

Strengthen Aboriginal identity, cultural leadership and community connection by embedding culture, lived experience and Aboriginal ways of knowing, being and doing across every aspect of Kura Yerlo.

MEASURES OF SUCCESS

- Aboriginal workforce representation increases.
- Staff retention improves.
- Leadership opportunities increase.
- Community satisfaction improves.

STRATEGIC ACTION		DESIRED OUTCOME
01 Develop and implement an Aboriginal Employment Strategy.	→	**Increased Aboriginal employment across the organisation.**
02 Review recruitment and induction processes recognising lived experience and cultural knowledge.	→	**Recruitment reflects cultural capability and organisational needs.**
03 Develop tailored workforce development pathways and mentoring.	→	**Strong Aboriginal leadership pipeline.**
04 Implement Performance Development Plans linked to individual capability.	→	**Staff growth aligned with organisational goals.**
05 Develop a Community Consultation Framework.	→	**Community voice embedded in planning and service delivery.**
06 Embed healing, spirituality and cultural knowledge into organisational practice where appropriate.	→	**Culture remains central to service delivery and organisational identity.**

2. Quality Services & Continuous Improvement

STRATEGIC OBJECTIVE

Deliver high-quality, culturally responsive services through continuous improvement, innovation and evidence-based cultural practice.

MEASURES OF SUCCESS

- Accreditation maintained.
- Audit findings reduced.
- Client satisfaction improved.
- Outcome reporting established.

STRATEGIC ACTION	DESIRED OUTCOME
01 Develop an integrated Cultural Framework	→ **Consistent quality across all programs**
02 Maintain accreditation across NDIS, Children's Services, ASES and Aged Care	→ **Compliance maintained**
03 Develop organisation-wide Quality systems	→ **Receiving consistent reporting.**
04 Strengthen internal audits and service reviews.	→ **Risks identified early**
05 Develop outcome measurement framework.	→ **Community impact clearly demonstrated**

3. Strong Relationships & Collective Impact

STRATEGIC OBJECTIVE

Strengthen strategic relationships that improve outcomes while maintaining Kura Yerlo's grassroots identity

MEASURES OF SUCCESS

- Partnership growth.
- Member participation.
- Collaborative initiatives.
- Positive stakeholder feedback.

STRATEGIC ACTION		DESIRED OUTCOME
01 Strengthen Stakeholder Engagement Strategy.	→	**Stronger partnerships.**
02 Build member and community engagement.	→	**Community voice strengthened.**
03 Develop partnership agreements focused on shared outcomes.	→	**Increased collaboration and accountability.**
04 Increase advocacy opportunities for Aboriginal community priorities.	→	**Greater influence on policy and service delivery.**

4. Strong Governance & Organisational Integrity

STRATEGIC OBJECTIVE

Strengthen governance, accountability and organisational leadership to ensure sustainable and transparent decision-making.

MEASURES OF SUCCESS

- Constitution reviewed.
- Governance improvements implemented.
- Board development completed.
- Increased governance maturity.

STRATEGIC ACTION		DESIRED OUTCOME
01 Review Constitution.	→	**Governance reflects organisational future.**
02 Clarify governance, strategic and operational responsibilities.	→	**Clear accountability.**
03 Develop Board capability program	→	**Strong governance leadership.**
04 Review governance policies and delegations	→	**Governance systems strengthened.**
05 Undertake annual Board self-assessment.	→	**Continuous governance improvement.**

5. Sustainable Growth & Future Generations

STRATEGIC OBJECTIVE

Strengthen organisational sustainability while preparing future generations through responsible growth and innovation.

MEASURES OF SUCCESS

- Increased diversified income.
- Growth in philanthropic partnerships.
- Progress towards integrated vision.
- Increased youth and emerging leader participation.

STRATEGIC ACTION		DESIRED OUTCOME
01 Develop a Funding Strategy	→	**Diversified revenue streams.**
02 Redevelop branding including website with philanthropic and community gateway.	→	**Increased community support.**
03 Progress planning towards an integrated hub under one roof.	→	**Improved collaboration and service delivery.**
04 Develop an Intergenerational Leadership Strategy.	→	**Emerging Aboriginal leaders supported.**
05 Explore sustainable opportunities aligned with Kura Yerlo's purpose.	→	**Long-term financial resilience.**

SWOT Analysis

STRENGTHS

Community Connections
Trusted relationships across community and stakeholders.

Aboriginal Community Controlled
Community-led with strong cultural governance.

Grassroots Voice
Deep understanding of community needs and lived experience.

Diverse Aboriginal Workforce
Strong Aboriginal employment and cultural capability.

WEAKNESSES

Governance Capability
Continue strengthening Board development and governance maturity.

Compliance Demands
Increasing regulatory and reporting obligations.

Governance–Operations Interface
Clarify roles, responsibilities and accountability.

Recruitment & Retention
Attracting and retaining skilled staff.

Professional Development
Building capability across all levels of the organisation.

OPPORTUNITIES

Future Funding
Government, philanthropic and partnership opportunities.

Future Generations
Leadership pathways and intergenerational knowledge transfer.

New Programs & Growth
Responding to emerging community needs.

Kinship & Community Strengthening
Building stronger family and community connections.

Integrated Vision
Creating one connected home for Kura Yerlo services.

THREATS

Funding Uncertainty
Changing government priorities and grant dependency.

Community Reputation
Gossip, misinformation and maintaining trust.

Risk & Accountability
Increasing governance and compliance expectations.

Workforce Competition
Competition for skilled Aboriginal and non-Aboriginal staff.

Changing Service Environment
Growing demand and increased sector competition.


KURA YERLO Inc