



**Karlup**  
ABORIGINAL  
CORPORATION

Karlup Aboriginal Corporation

# Strategic Plan 2024-2027

**Moordjitj** • strong  
**Budjar** • place  
**Kaartdijin** • knowledge  
**Moort** • Family

## Acknowledgement

The Karlup Board acknowledges that they are walking in the footsteps of Noongar elders and leaders across the Noongar Nation, whose stories and learnings are passed down through generations of elders and leaders to supporting those future generations to navigate their life journey.

**Karlup hopes to learn from both past and present elders and leaders to build the capacity of our community to develop and deliver better culturally safe solutions across Noongar Nations.**



## Introduction

The Karlup Aboriginal Community Corporation (Karlup) was registered as an Aboriginal Community Controlled Organisation (ACCO) with the Office of Registrar of Indigenous Corporations (ORIC) in April 2022.

Karlup is a Noongar word meaning homeland or heartland. The heartland of Karlup Aboriginal Corporation (Karlup) is Midland, in the City of Swan. The City of Swan has the largest population of Aboriginal people of any Local Government Authority in Western Australia.

There is archaeological evidence of continuous connection of Aboriginal people to this place proving that Midland and surrounding areas has been used by Aboriginal people for tens of thousands of years. The area around City of Swan is also known as “Weeip” country, named for Weeip, a respected Aboriginal leader, whose family lived in and around the region in early colonial times. It is of note that there are still living family members in Midland who can trace their lineage back to Weeip.

Karlup has been built upon the engagement and empowerment of Aboriginal Men and Women through their participation in Aboriginal men and women’s groups which have been operating successfully in Midland for many years. Karlup views its close connection to, and understanding of, the local community as being a core strength, in being able to identify and engage with the local community at a grassroots level about issues of broad concern. Karlup can bring both cultural and place-based knowledge when involving the local Aboriginal community in developing and implementing solutions.

This Strategic Plan provides a “bidi” (pathway) for the Karlup Aboriginal Corporation. The thinking and implementation of this strategy will inform annual operational plans and resourcing. As a new Aboriginal Community Controlled Organisation, this plan will evolve as we learn, respond to emerging community needs, and grow.



## Our Vision (Djinda)

All Aboriginal people in the City of Swan and its surrounds have a **place to call home**, are **empowered to have a voice** and to be in **control of their own lives** and **communities**.



## Our Values – What we Believe

- **Budjar (place)** is important to those of us who live on **Noongar Moort of Weeip Maali Boodja**.
- We can create solutions for our people when we are **moordjitj (strong)** i.e. physically, emotionally and culturally secure.
- **Kaartdijin (knowledge)** and solutions can be found within our local Noongar communities.
- **Moort (family)** is core to who we are, how we work, what we value and what we promote.

## Our Principles

- **Nih (Listening)** — We will listen to everyone, and by so doing provide everyone with a voice.
- **Kuttajinoong (Seeing and understanding different perspectives)** — We understand that everyone is different and that everyone's perspectives are valid in relation to their own experience. We will be collaborative and inclusive, working with other Aboriginal led organisations and our strategic partners in order to bring our community together.
- **Nidja (Here)** — We will maintain our place-based focus on the greater City of Swan and its surrounds.
- **Karnany (Trustworthy)** — We will do what we say we are going to do.
- **Wirrin (Transparent)** — When we act and/or make decisions, we will be open and transparent about our reasons.

## Our Collaboration – With Indigo Junction

Karlup Aboriginal Corporation has been developed in collaboration with Indigo Junction, a trusted and respected not for profit, Registered Community Housing Organisation, which had been operating in the greater Midland area for over 40 years.

Indigo Junction has committed to providing resourcing and strategic leadership in the development of Karlup as an Aboriginal Community Controlled Organisation. The aim being to strengthen structures that empower First Nations people while responding to the needs of the local community.

This has been formalised through a Collaboration Agreement, the implementation of which is overseen by an Indigo Junction/Karlup Steering Committee.



## Our Heart (Ngallan Koort) – What we will do

### Strategic initiatives:

1. Increase the availability of **Housing** for our community.
2. Increase opportunities for **Aboriginal-Led and Developed Services**
3. **Improve Cultural Knowledge and Security** for children, young people and families through access to cultural knowledge.

### 1. Housing

Increasing affordable housing supply for the local community is a key strategic objective for Karlup. While the whole of Western Australia is in the grip of a homelessness crisis due to a housing shortfall, the Aboriginal community has been amongst the hardest hit.

By End of Financial Year	2025	2026	2027
<b>Development of a Housing and Land Acquisition Plan informed by:</b>			
<ul style="list-style-type: none"> <li>● Community Input through facilitated in person and online workshops with community to undertake a place-based review of available and/or underused housing and land within the City of Swan.</li> </ul>	<span style="color: yellow;">P</span> <span style="color: orange;">B</span>	<span style="color: teal;">E</span>	
<ul style="list-style-type: none"> <li>● Maintain/Develop strategic partnerships inclusive of Indigo Junction, City of Swan, Noongar Regional Corporations Aboriginal Community Housing Organisations, Midland based Aboriginal Community Controlled Organisations, Midland District Leadership Group, Department of Communities Housing, and Office of Homelessness regarding opportunities for housing and land acquisition.</li> </ul>	<span style="color: yellow;">P</span> <span style="color: orange;">B</span>	<span style="color: orange;">B</span> <span style="color: teal;">E</span>	<span style="color: orange;">B</span> <span style="color: teal;">E</span>
<ul style="list-style-type: none"> <li>● Identify capital funding opportunities to purchase property/land.</li> </ul>	<span style="color: yellow;">P</span> <span style="color: orange;">B</span>	<span style="color: teal;">E</span>	
<b>Achieve Community Housing Registration</b>	<span style="color: yellow;">P</span> <span style="color: orange;">B</span>	<span style="color: teal;">E</span>	
<b>Deliver and Manage Housing</b>	<span style="color: yellow;">P</span>	<span style="color: orange;">B</span>	<span style="color: teal;">E</span>

**Key** P Plan

B Build

E Execute



## 2. Aboriginal-led and Developed Service

Karlup recognizes the strength, knowledge and resilience of our community and seeks to provide a voice to as a broad range of Aboriginal people living in our community as possible, elevating and empowering those quieter voices who might not otherwise have had an opportunity to tell their stories and/or express their views.

By End of Financial Year	2025	2026	2027
<b>General Membership</b> of Karlup is built by 50% every year to reach 10% of the total population (i.e. approximately 500 members) of Aboriginal people in the the Noongar Moort of Weejp Maali Boodja.	P	B E	B E
<b>Provide a voice</b> by prioritising and advocating for codesign/consultation opportunities with the greater Midland Aboriginal community in all project planning and evaluation.	P B E	E	E
Support the <b>delivery and resourcing of the Moorditj Maaman and Deadly Yorga's groups.</b>	P B	E	
Take an active role in the delivery of the annual <b>NAIDOC event</b> in Midland.	P B	B	E

**Key** P Plan B Build E Execute



### 3. Improved Cultural Knowledge and Security

Karlup is informed by the Karlup Kaardijin cultural framework. We believe that we are Moorditj (strong) when we are connected to culture. Education and sharing kaartdijin (knowledge) are critical to increase cultural competence in the local community.

By End of Financial Year	2025	2026	2027
Create a community endorsed <b>Panel of Elders</b> in Midland to build cultural authority and oversight of activities.	<b>P</b> <b>B</b> <b>E</b>	<b>E</b>	<b>E</b>
Work with the local Noongar community inclusive of Moorditj Maaman, Deadly Yorga's and Elders panel to <b>codesign Noongar cultural protocols</b> training which can be delivered to community and/or by community to local organisations and /or agencies.	<b>P</b> <b>B</b>	<b>B</b>	<b>E</b>
Work with local Noongar community, including other ACCO's, Moorditj Maaman, Deadly Yorga's and Elders panel codesign an <b>on-country trauma informed healing program</b> .	<b>P</b> <b>B</b>	<b>E</b>	

#### Summary – What we will do

##### 1. Housing

Development of a Housing and Land Acquisition Plan.

Achieve Community Housing Registration.

Delivery and Management of Housing stock.

##### 2. Aboriginal Led and Developed

General Membership is built by 50% every year.

Codesign opportunities with local community including alongside other ACCO's and community partners.

Support and/or take a lead in the delivery and resourcing of Aboriginal groups, programs and events.

##### 3. Cultural knowledge and security

Create a local community endorsed panel of elders.

Codesign and deliver cultural awareness and/or protocols training for community.

Codesign and deliver a place based on country healing program.

## What will help us get there

Best Practice Governance Standards

Sustainable Operational Model

Working Together with Community

### Best Practice Governance Standards

By End of Financial Year	2025	2026	2027
Transparent processes are in place to ensure <b>accountability to members</b> .	P B	E	
Transparent Processes are in place for Karlup to stay up to date with its <b>compliance obligations</b> .	P B	E	
Transparent Processes are in place to ensure Karlup's <b>Directors and Responsible People are suitable</b> .	P B		
Transparent processes are in place to ensure that <b>funds and assets are managed responsibly</b> .	P B	E	
A transparent process is in place to ensure that Karlup meets its <b>record keeping obligations</b> .	P B	E	
Transparent <b>Risk management</b> processes are in place.	P B	E	



## Sustainable Operational Model

By End of Financial Year	2025	2026	2027
Maintain <b>Collaboration</b> and prioritise Partnership opportunities with <b>Indigo Junction</b> .	<span style="color: #008080; border: 1px solid #008080; border-radius: 50%; padding: 2px 5px;">E</span>	<span style="color: #008080; border: 1px solid #008080; border-radius: 50%; padding: 2px 5px;">E</span>	<span style="color: #008080; border: 1px solid #008080; border-radius: 50%; padding: 2px 5px;">E</span>
<b>ACCO tenders</b> are identified and assessed for strategic alignment.	<span style="color: #008080; border: 1px solid #008080; border-radius: 50%; padding: 2px 5px;">E</span>	<span style="color: #008080; border: 1px solid #008080; border-radius: 50%; padding: 2px 5px;">E</span>	<span style="color: #008080; border: 1px solid #008080; border-radius: 50%; padding: 2px 5px;">E</span>
Develop <b>strategic partnerships</b> to influence decision making of Noongar Native Title Perpetual Trust funding allocation and ILUA transfers.	<span style="color: #FFA500; border: 1px solid #FFA500; border-radius: 50%; padding: 2px 5px;">P</span>	<span style="color: #C8512E; border: 1px solid #C8512E; border-radius: 50%; padding: 2px 5px;">B</span> <span style="color: #008080; border: 1px solid #008080; border-radius: 50%; padding: 2px 5px;">E</span>	<span style="color: #008080; border: 1px solid #008080; border-radius: 50%; padding: 2px 5px;">E</span>
<b>Financial and Operational Independence</b> through diverse revenue sources.	<span style="color: #FFA500; border: 1px solid #FFA500; border-radius: 50%; padding: 2px 5px;">P</span>	<span style="color: #FFA500; border: 1px solid #FFA500; border-radius: 50%; padding: 2px 5px;">P</span>	<span style="color: #C8512E; border: 1px solid #C8512E; border-radius: 50%; padding: 2px 5px;">B</span>
<b>Operational staffing structure in place.</b>	<span style="color: #FFA500; border: 1px solid #FFA500; border-radius: 50%; padding: 2px 5px;">P</span>	<span style="color: #C8512E; border: 1px solid #C8512E; border-radius: 50%; padding: 2px 5px;">B</span>	<span style="color: #008080; border: 1px solid #008080; border-radius: 50%; padding: 2px 5px;">E</span>
Become and <b>Aboriginal employer of choice</b> : <ul style="list-style-type: none"> <li>● Develop culturally safe and WHS compliant recruitment and retention Policies and Procedures;</li> <li>● Provide competitive salaries and conditions for staff; and</li> <li>● Build a skilled Aboriginal workforce through access to professional development and/or leadership roles within community.</li> </ul>		<span style="color: #FFA500; border: 1px solid #FFA500; border-radius: 50%; padding: 2px 5px;">P</span>	<span style="color: #C8512E; border: 1px solid #C8512E; border-radius: 50%; padding: 2px 5px;">B</span>



## Working Together with Community

By End of Financial Year	2025	2026	2027
Develop a <b>membership strategy</b> to ensure Karlup is representative of and connected to the Aboriginal community in the City of Swan.	P	B E	
Become the <b>Aboriginal partner of choice</b> in terms of connection to community in the greater City of Swan.	P B	E	E
Develop a regular <b>calendar of opportunities</b> for yarning with other ACCO's, and broader Aboriginal community operating on Greater City of Swan to develop shared priorities and opportunities for collaboration.	P	B E	
Develop a <b>Stakeholder Engagement and Communication Strategy</b> using a multipronged approach to the promotion of Karlup's purpose, strategic plan, project ideas and benefits of membership.	P B E		
<b>Formal Launch</b> to community of Karlup.	P B E		



## Summary – What will help us get there

Best Practice Governance Standards		
Accountability to members can be demonstrated	Directors and Responsible People are suitable	Record Keeping obligations are being met
Compliance calendar in place	Funds and Assets are managed responsibly	Risk Management process is in place
Sustainable Operational/Financial Model		
Collaboration with Indigo Junction is maintained	Strategic Partnerships are developed to enable achievement of strategic initiatives	Karlup is an Aboriginal Employer of choice
ACCO tenders are identified and assessed for strategic alignment	Operational staffing structure in place	Financial and Operational Independence is achieved
Working Together with community		
Membership strategy in place which maximises community representation	Become the Aboriginal partner of choice in terms of Karlup's connection to community in the greater City of Swan	Formal Launch to community of Karlup
Develop a Stakeholder Engagement and Communication Strategy using a multipronged communication approach to the promotion of Karlup's purpose, strategic plan, project ideas and benefits of membership	Develop a regular calendar of opportunities for yarning with other ACCO's, and broader Aboriginal community	



## Measuring our success

This strategic plan informs and guides our priorities, actions, and operational planning for the next three years.

**We are committed to implementing and monitoring this first strategic plan of the Karlup Aboriginal Corporation in partnership with directors, members, and critical stakeholders.**

We understand that it is important to ensure that we monitor and evaluate our progress, and that we are transparent in the way that we communicate our impact to our community. To that end we have developed a broad theory of change where we identify what we are trying to change and for who (i.e. our outcomes), the activities and strategies (i.e. outputs) we think will contribute to the achievement of these outcomes, and the resources, (i.e. inputs) we will need to deliver these outcomes



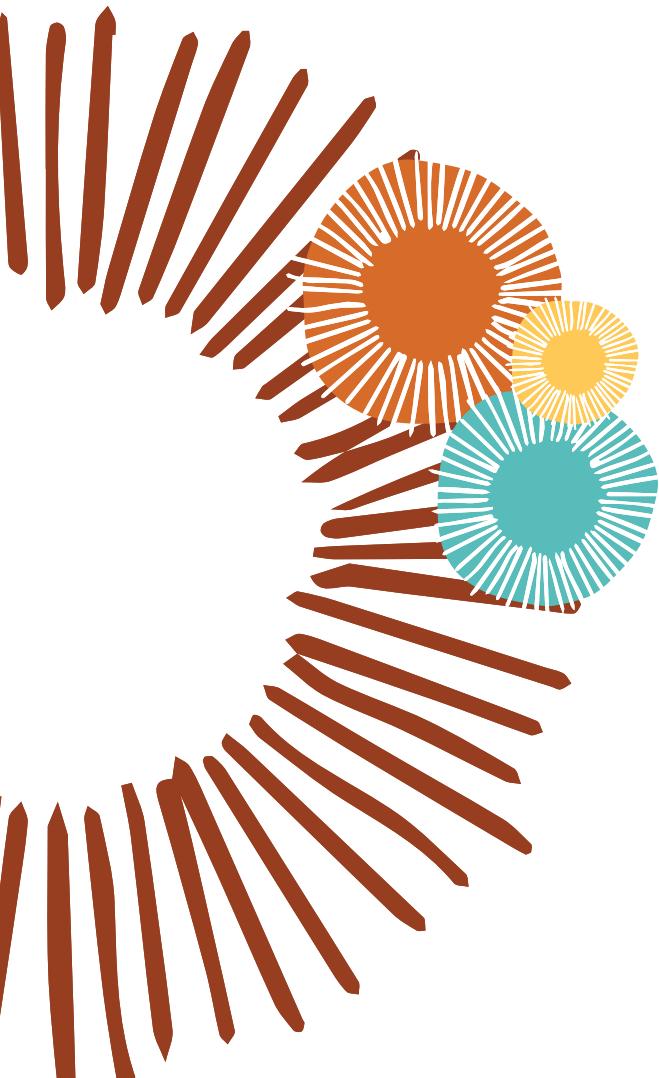
in partnership with Peter Farmer Designs

 **Karlup**  
ABORIGINAL  
CORPORATION

Supported by  
**City of Swan**

## 2024-2027 Strategic Plan – Theory of Change

Inputs	Outputs
<p><b>Maintain formal collaboration</b> with Indigo Junction to resource administration, governance, HR, Accounting and other support</p>	<p><b>Housing Acquisition Plan</b> informed by Community consultation/capital funding opportunities and strategic partnership development</p>
<p><b>Sustainable Operational and Financial model</b> with a minimum of \$750K annual income / to resource a General Manager/CEO role in addition to program management and delivery roles.</p>	<p><b>Prioritise partnerships</b> that are strategically aligned</p>
<p>Prioritise <b>ACCO only tender opportunities</b></p>	<p>Prioritise the need to incorporate <b>codesign support/led/delivery of Aboriginal</b></p>
	<p>Create transparency and accountability by <b>Building General membership</b> and demonstrating <b>Best practice governance</b></p>
	<p>Codesign and Delivery of an <b>Elders Panel</b>, an <b>on-country healing program and cultural protocol training</b></p>
	<p>Maintain a <b>focus on the greater City of Swan</b> for next three years</p>
	<p><b>Grow income streams</b></p>
	<p><b>Housing delivery and management</b></p>
	<p><b>Position Karlup as a key ACCO partner to</b> leverage the greatest impact for our community</p>



**Outcomes**

**Increased Housing** within the City of Swan for the Aboriginal community

Karlup has a **broad representative membership base** and is recognised as an **influential voice** with and on behalf of our community in City of Swan

Increased **Aboriginal Developed and Led Services and Programs** community

Karlup is the **ACCO partner of choice** within City of Swan for the Aboriginal community

**Improved cultural knowledge, safety and security** for the Aboriginal community in the City of Swan

**Karlup is an** Aboriginal employer of choice community

Karlup's services have been developed and **informed through codesign** with the Aboriginal community

**Impact**

Aboriginal people have a safe place to call home, are empowered to have a voice and are in control of their own lives and community

This strategic plan **informs** and **guides our priorities, actions, and operational planning** for the next three years.





15 Spring Park Road, Midland WA 6056 • **m** 0411 876 247 • **e** [admin@karlup.org.au](mailto:admin@karlup.org.au)

**ABN** 68711075359

